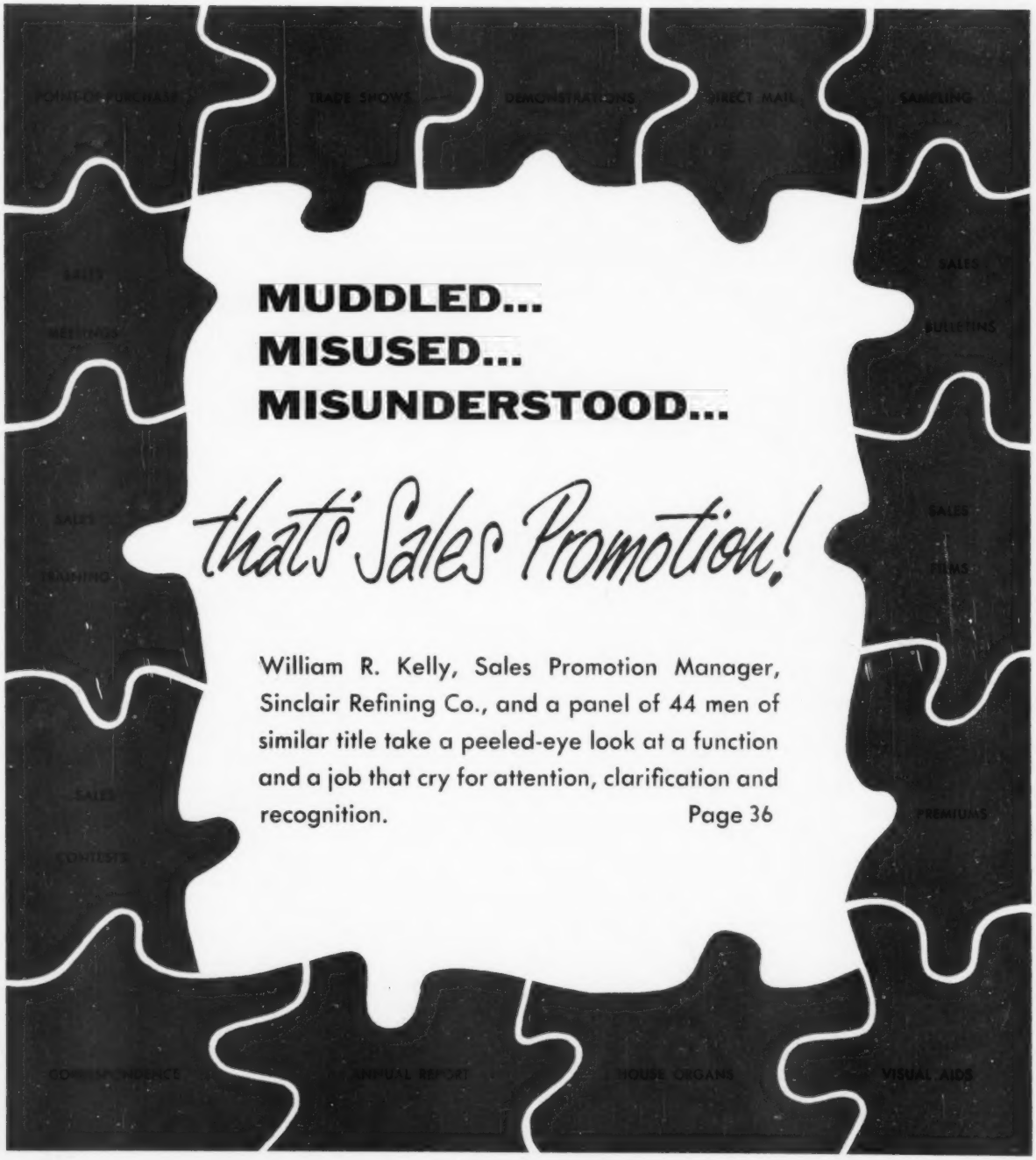
Sales Management

THE MAGAZINE OF MARKETING



MUDDLED...
MISUSED...
MISUNDERSTOOD...

that's Sales Promotion!

William R. Kelly, Sales Promotion Manager, Sinclair Refining Co., and a panel of 44 men of similar title take a peeled-eye look at a function and a job that cry for attention, clarification and recognition.

Page 36

FIFTY CENTS

A BILL BROTHERS PUBLICATION

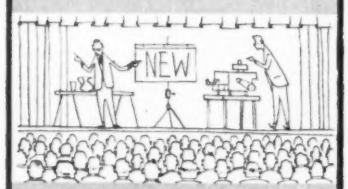
JAN • 15 • 1954



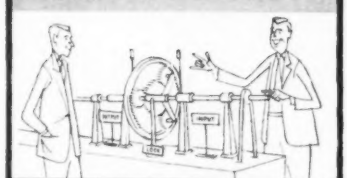
Planning Assistance
and Production of

SLIDEFILMS and SLIDES

Illustrated Talks



Group Presentations and Showings



The Latest Special Devices
for Personnel Training



Planning Assistance for Visual Demonstrations



Commercial Motion Pictures
(Production and Distribution)

For many years, The Jam Handy Organization has been privileged to serve outstanding American business leaders in the preparation of visual aids designed to get ideas across to audiences large or small.

Presented with the *right* visual interpretations, the salient points of programs are readily grasped and long retained.

The **JAM HANDY** *Organization*

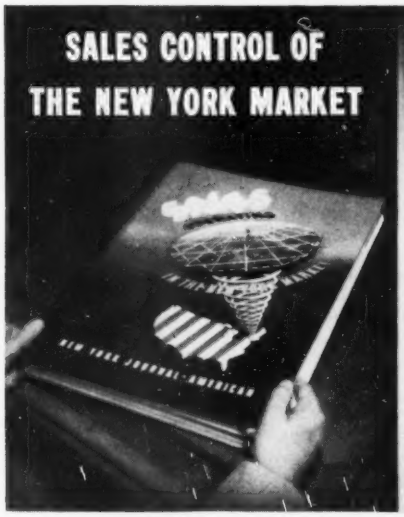
OFFICES

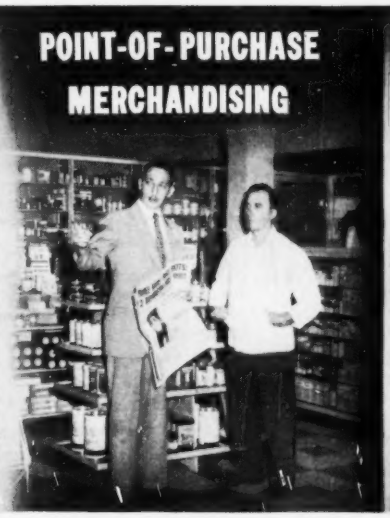
NEW YORK 19 1775 Broadway	DETROIT 11 2821 E. Grand Blvd.	CHICAGO 1 230 North Michigan Ave.
DAYTON 2 310 Talbott Bldg.	PITTSBURGH 22 930-932 Penn Ave.	HOLLYWOOD 28 5746 Sunset Blvd.

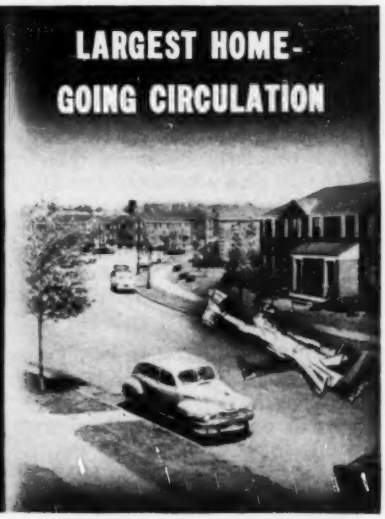


IN NEW YORK IT TAKES *all 3*

...and only the Journal-American delivers this complete sales package







1 THIS is New York . . . a hundred different markets in one, a huge complex pattern of sales areas.

One basic requisite for success in New York is thorough knowledge of the market. Block by block, the Journal-American's Sales Control Manual provides you with the necessary localized working data that lead to volume sales.

2 TODAY your product must get as much dealer cooperation as possible.

A fully trained staff of Journal-American field men will build displays and secure valuable shelf positions for your product; interest non-stocking retailers; report on brand popularity, dealer attitudes and other helpful information.

3 IN New York, the Journal-American reaches far more families than the two other home-going papers . . . 112,000 more than the second; 264,000 more than the third.

Take advantage of Journal-American circulation leadership and its sound merchandising program. They give you New York's only complete, most successful sales package.

Journal NEW YORK American

AN AMERICAN FAMILY NEWSPAPER FOR THE AMERICAN PEOPLE

A HEARST NEWSPAPER

NATIONALLY REPRESENTED BY HEARST ADVERTISING SERVICE



...plus record production of low-cost SALES LEADS!

N.E.D. advertisers now reach more key buying influences . . . at lower cost per reader . . . than ever before. A new high of 70,000 copies of N.E.D. are read regularly by more than 210,000 men who are in a position to buy . . . *and do buy!* This greater coverage of worthwhile plants now enables you to make sales calls through N.E.D. for only ¼ cent each. (*Based on cost of 1/9 page ad.*)

And the proof that N.E.D. really "delivers the goods" to its advertisers is the continued growth of inquiry production —up 15½ percent last year over the previous high in 1952. That's why more and more advertisers are turning to N.E.D. for low-cost, high quality sales leads to new business. Send now for a copy of "Suppose You Were In These Shoes."

- **70,000 COPIES** (total distribution)
- **210,000 READERS**
- **in over 42,000 PLANTS**

A PENTON PUBLICATION
1213 West Third Street
Cleveland 13, Ohio

CCA NBP

NEW EQUIPMENT DIGEST

Sales Management

CONTENTS, JANUARY 15, 1954

GENERAL MANAGEMENT

Sales Executive's Job Grows Bigger . . . But He Isn't Paid Proportionately

In seven years, SM study finds, his responsibilities have widened. So has his recognition by management: Today he is probably a vice-president and member of the Board. But while doubling sales, his pay has risen only 20%.
By Lawrence M. Hughes, Special Feature Editor 52

HEALTH PROBLEMS

What Your Wife Hopes You Know About Hypertension

You can live with high blood pressure and still work effectively at your present job. But which activities should you give up, which ones can you continue? You'll be surprised.
By Caroline Bird 92

Lost Sleep, Lost Sales

The Scratch Pad's author says no one will talk him out of the conviction you start slipping when you stop sleeping.
By T. Harry Thompson 128

INTRODUCTORY CAMPAIGNS

The Bulging Hipline: It Gave Tillie a $6,000,000 Idea

Six million in only one year, that is! Potential? Nobody knows. California's famed Mrs. Lewis was among the very first to spot a gold-plated market opportunity among the overweight . . . and certainly the very first to leap into the field with a full-steam sales and promotional effort.
By Elsa Gidlow 98

MARKETS

New England Takes an Atomic Tonic

The launching on January 21 at Groton, Conn., of the submarine "Nautilus," world's first means of transportation powered by nuclear energy, may begin a new day for New England industry, a day dominated by newer industries such as plastics, electronics and nuclear power.
By A. G. Mezerik, Roving Editor 80

MARKET TESTS

Promotion and Sales
—For Everyone But You?

The "hi-fi" boom is on but the phonograph needle industry wasn't keeping pace. Jensen learned why and what to do about it.
By Karl Jensen, President, Jensen Industries, Inc. 116

SALES AIDS

Now Heidelberg Has 22
Demonstrators on the Road

Reason: With a truck, an expert salesman closes one out of two prospects; an average man, one out of four; and a less experienced salesman, one out of seven. Can you match this? 44

How to Use Photographs As Heavy Duty
Sales Tools

Westinghouse discovers that cameras, manned by sales engineers, can improve service and develop big orders.
By W. A. Foster, Sturtevant Division, Westingtouse Electric Corp. 40

SALES CONTROL

Facts You Will Need to Get a Grip
On Your '54 Sales Problem

Competition's stiff and getting stiffer. Your judgment about effective sales strategy can be improved only by more precise intelligence about markets, customers, prospects, the activities of your sales force.
By Al N. Seares, Vice-President, Remington Rand Inc. 74

SALESMANSHIP

Good Old-Fashioned Selling . . . What Is It?

Part III
More famous and successful salesmen give their ideas on the kind of salesmanship needed now. 86

SALES PROMOTION

Muddled . . .
Misused . . .
Misunderstood . . .
That's Sales Promotion!

Are you paying dearly for the lack of co-ordination between sales effort, advertising, merchandising and promotion? If so, take a look at this composite picture of the promotion function in 44 companies. It shows why the gears fail to mesh.
By William R. Kelly, Sales Promotion Manager, Sinclair Refining Co. 36

SALES TRAINING

Easterners Sell Western Living

. . . space salesmen calling on prospects in all 48 states, who sell products to the magazine's readers grouped in 11 Western states, get a first-hand view of their market. 106

TAXES

Your Entertainment Deductible?

Better double-check yourself this year. Uncle Sam is tightening the rules, and tax courts are backing him up. How will the rule-of-reason be applied on travel, hunting lodges?
By Jerome Shoenfeld, Washington Editor 110

DEPARTMENTS AND SERVICES

Advertisers' Index	127	Marketing Pictographs	65
Comment	27	Scratch Pad	128
Executive Shifts	62	They're In The News	38
Human Side	20	Trends	33
Letters	8	Worth Writing For	114

Are you interested in inquiries that result in sales?

● The 1953 Edition of Thomas Register carried product descriptive advertising for 10,384 Advertisers. This vast advertising patronage far exceeds the number of advertisers using all other industrial media combined.

One of the reasons for this fabulous trend to T. R. is the direct return thru Top Quality inquiries that result in Sales.

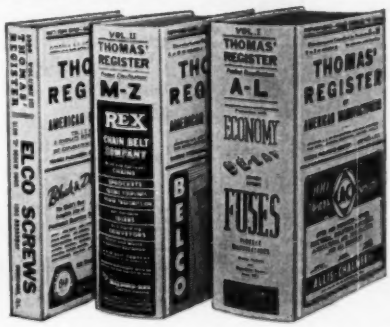
A Thomas Resister representative can give you many other good reasons for your representation in T. R. Call him, now.

The Only Paid Circulation in the field — ABC 96% Paid

ABC ABP

THOMAS REGISTER

461 EIGHTH AVENUE NEW YORK 1, N. Y.



I just want to start a flame in your hearth



We went recently to a party hosted by an important coal mine president in his lakeside home.



His wife, who didn't know us from a bond salesman, came right to the point:

SHE: What's your company?

WE: MECHANIZATION.

SHE: Why that's the one I start the fireplace with.

Here was proof that (1) her husband reads MECHANIZATION at home, and (2) we do reach the hearth, as our "earth to hearth" motto indicates.

We don't want to set the world on fire. We just want to be of service to coal people, as we go about publishing four coal magazines which cover coal from *earth* to *hearth:*

For coal producers: MECHANIZATION, dedicated to mine modernization. It is read by 14,500 major buying influences who account for 87% of America's coal production, 95% of coal's annual billion dollar output for supplies and equipment.



For coal users: UTILIZATION, which picks up where MECHANIZATION stops, never lets go 'til the ashes are hauled away. This unique book does horizontally the work of five or more vertical publications, reaching the users of 90% of all coal consumed. These include coal retailers and wholesalers, coal docks and coal handling railroads, manufacturers, steel and cement mills, electric utilities and municipal power stations.

TWO for reference: MECHANNUAL, which once a year records coal mine history, forecasts coal's future, and illustrates progress to date through detailed articles on modern mines; and COAL INDUSTRY PURCHASING MANUAL, which tells buying influences where to find what.



The researching, writing and editing process involved make a firm foundation for our recognition as a coal authority. We don't want to set the world on fire—we just want to help you reach (and get your share of) the billion dollar "coal mine" market, and/or the multi-billion dollar "coal use" market.

Got a light?

Mechanization, Inc.

MUNSEY BUILDING • WASHINGTON 4, D. C.

NEW YORK • PITTSBURGH • CHICAGO • SAN FRANCISCO • LOS ANGELES

SM

EXECUTIVE OFFICES, 386 Fourth Avenue, New York 16, N. Y. LExington 2-1760

EDITORIAL

EDITOR.....Philip Salisbury
MANAGING EDITOR.....A. R. Hahn
ASSOC. MANAGING EDITOR John H. Caldwell
SPECIAL FEATURE EDITOR..Lawrence M Hughes
SENIOR ASSOCIATE EDITOR.....Alice B. Ecke
ASSOCIATE EDITORS.....Harry Woodward, Philip Patterson, Lester B. Colby
CHICAGO EDITOR.....David J. Atchison
WASHINGTON EDITOR.....Jerome Shoenfeld
ROVING EDITOR.....A. G. Mezerik
CONSULTING ECONOMIST..Peter B. B. Andrews
COPY EDITOR.....Gladys Drescher
PRODUCTION MANAGER.....Mary Camp
ASS'T. PRODUCTION MANAGERS Aileen Weisburgh, Virginia New
EDIT. ASSISTANTS William J. DeGennaro, Judith Recht
READERS' SERVICE BUREAU.....H. M. Howard

ADVERTISING SALES

SALES MANAGER.....John W. Hartman
SALES PROM. MGR.....Christopher Anderson
ASS'T. PROM. MGR.....Madeleine Roark
PRODUCTION MANAGER.....Nancy Buckley
FIELD MANAGERS

NEW YORK 16, N.Y. (386 Fourth Avenue; LExington 2-1760): Merril V. Reed, W. E. Dunsby, Wm. McClenaghan, Randy Brown, Jr., Gerald T. O'Brien.

CHICAGO 1, ILL. (333 N. Michigan Avenue; State 2-1266): C. E. Lovejoy, Jr., W. J. Carmichael.

SANTA BARBARA, CALIF. (15 East de la Guerra, P. O. Box 419; Santa Barbara 23612): Warwick S. Carpenter.

SUBSCRIPTIONS

DIRECTOR.....R. E. Smallwood
SUBSCRIPTION MANAGER.....C. V. Kohl
$8.00 a year; Canada, $9.00; Foreign $10.00

SALES MEETINGS

(quarterly, Part II of SALES MANAGEMENT); editorial and production offices: 1200 Land Title Bldg., Philadelphia 10, Pa.; Philip Harrison, General Manager; Robert Letwin, Editor.

OFFICERS

PRESIDENT AND PUBLISHER.....Raymond Bill
GENERAL MANAGER.....Philip Salisbury
SALES MANAGER.....John W. Hartman
TREASURER.....Edward Lyman Bill
VICE PRESIDENTS.....C. E. Lovejoy, Jr., Merril V. Reed, W. E. Dunsby, R. E. Smallwood

SALES MANAGEMENT, with which is incorporated PROGRESS, is published semi-monthly on the first and fifteenth except in May and November when it is published on the first, tenth and twentieth. Affiliated with Bill Brothers Publishing Corp. Entered as second class matter May 27, 1942 at the Post Office, East Stroudsburg, Pa., under the act of March 3, 1879. Publication (printing) offices, 34 North Crystal St., East Stroudsburg, Pa. Address mail to New York office. Copyright January 15, 1954 by Sales Management, Inc.

Member

ABP ABC NBP

January 15, 1954 Volume 72 No. 2



Battleground

And to the victors belong the sales! Product—package—promotion—three essentials to success—and not the least of the three is promotion.

As semi-mechanized voluntary consumer buying becomes more and more the accepted method of volume food distribution the selling power of these two great newspapers increases in promotion importance.

To sell the nation's eleventh wholesale market, winners on Mid-South battlegrounds —Put it in CAPS.

Two Dailies and The South's Greatest Sunday Newspaper

THE COMMERCIAL APPEAL ≈ MEMPHIS PRESS-SCIMITAR

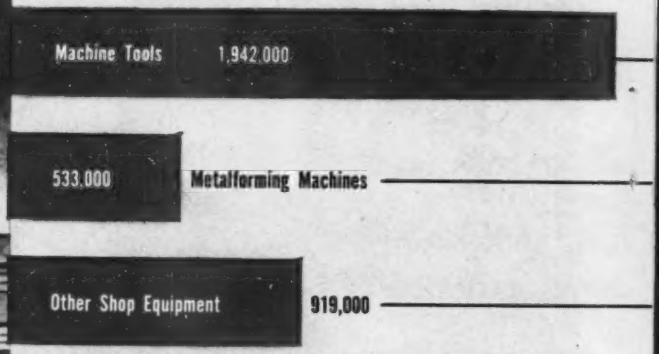
SCRIPPS-HOWARD NEWSPAPERS

OBSOLESCENCE: Your key to still



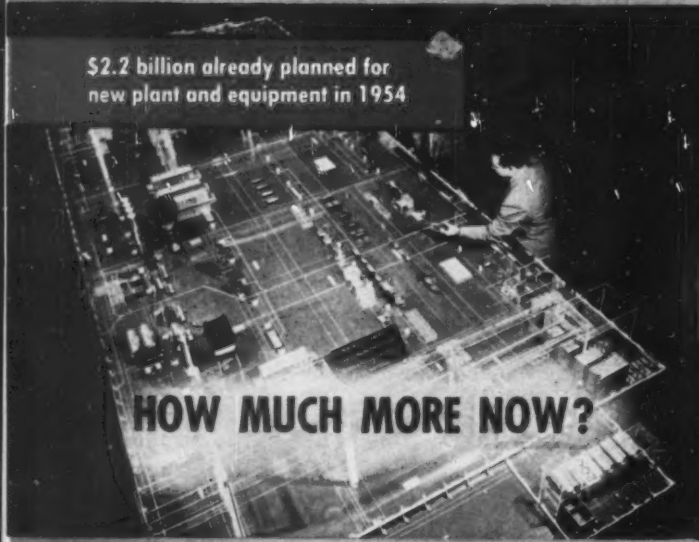
METALWORKING PRODUCTION MACHINERY AND EQUIPMENT

American Machinist 1953 Inventory of Metalworking Production Equipment



Since 1949, huge and basic Metalworking has increased its production by 80% and today manufactures over 40% of industry's total output. This fact, together with an estimated $110-billion production rate in 1954, would inevitably make Metalworking a great market for you this year.

But look at this! In spite of the fact that Metalworking today has almost 3,400,000 units of major production machinery and equipment in its shops . . . more than ever before . . .

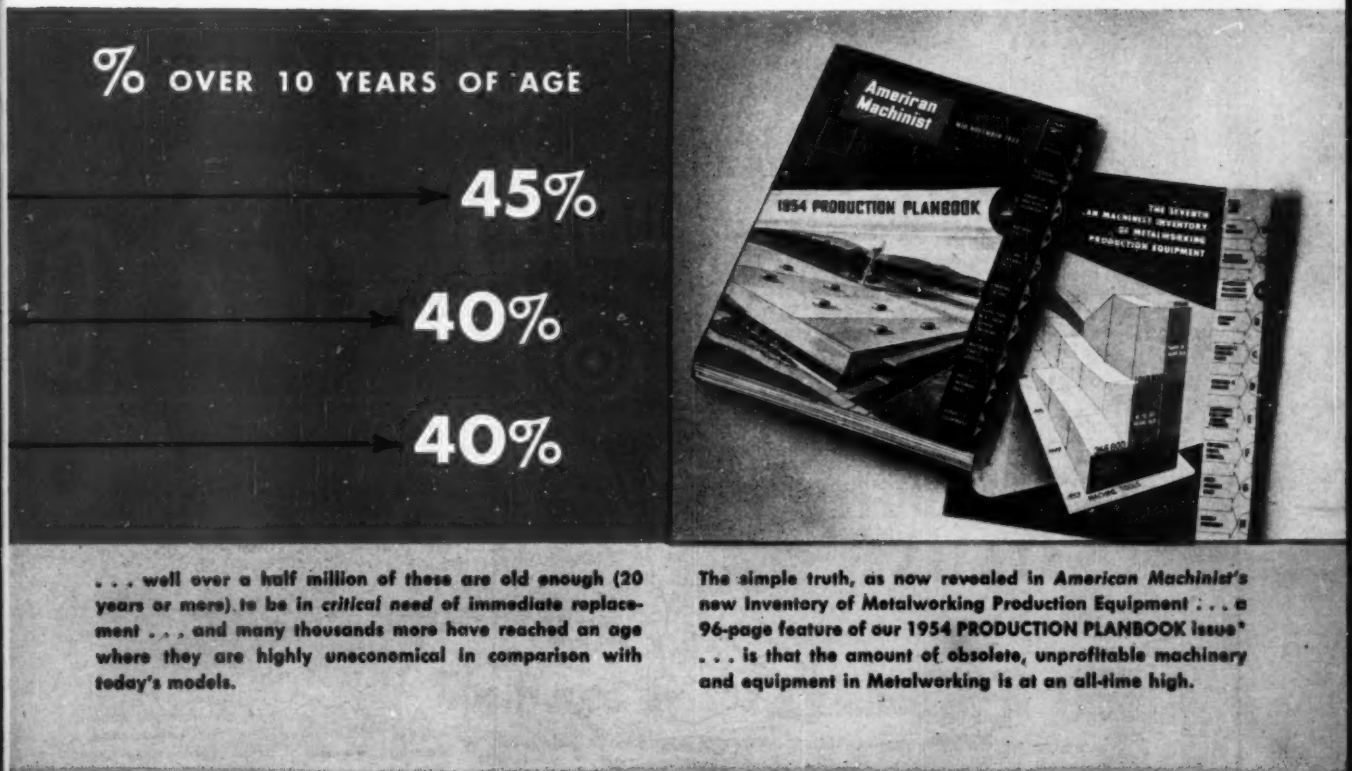




Thus, in a year when this industry already planned to invest $2.2-billion in new plant and equipment, these startling inventory facts . . . that are now in the hands of metalworking production executives from coast to coast . . . add great impetus to an accelerated replacement program, with all this can mean to you in bigger markets.

And as you seek these bigger markets through advertising, the magazine that for *many* years has led Metalworking's drive toward accelerated machinery and equipment replacement is ready to help you . . . with the biggest audience of production engineers and executives any metalworking magazine has ever offered (now over 32,000 net-paid, ABC-audited circulation).

bigger markets in Metalworking



. . . well over a half million of these are old enough (20 years or more) to be in *critical need* of immediate replacement . . . and many thousands more have reached an age where they are highly uneconomical in comparison with today's models.

The simple truth, as now revealed in *American Machinist's* new Inventory of Metalworking Production Equipment . . . a 96-page feature of our 1954 PRODUCTION PLANBOOK issue* . . . is that the amount of obsolete, unprofitable machinery and equipment in Metalworking is at an all-time high.

SO . . . when *you* want increased sales in the $110-billion Metalworking Industry, and want to build preference for your products among this industry's most important buying group . . . production management . . . the facts will tell you why:

This is the NO. 1 place to do business with America's biggest industry

ABP

ABC

THE McGRAW-HILL MAGAZINE OF METALWORKING PRODUCTION
McGRAW-HILL BUILDING, NEW YORK 36
PUBLISHED EVERY OTHER MONDAY
MEMBER OF THE AUDIT BUREAU OF CIRCULATIONS AND ASSOCIATED BUSINESS PUBLICATIONS



*DON'T MISS this great PRODUCTION PLANBOOK issue of *American Machinist*. In addition to its invaluable inventory data on the age and location of 164 major types of production machinery and equipment, it will give you a brilliant insight into what machinery and equipment replacement can actually mean in dollar savings and increased production. Write or call your *American Machinist* representative.

A FACT ABOUT THE FORT WORTH TRADING AREA *you* SHOULD KNOW!

RETAIL SALES OF THE FORT WORTH AND WEST TEXAS TRADING AREA ($2,267,311,000) SERVED BY THE FORT WORTH STAR-TELEGRAM

EXCEEDS

THAT OF 26 DIFFERENT STATES!*



Alabama	Nebraska
Arizona	Nevada
Arkansas	New Hampshire
Colorado	New Mexico
Delaware	North Dakota
Idaho	Oklahoma
Kansas	Rhode Island
Kentucky	South Carolina
Louisiana	South Dakota
Maine	Utah
Mississippi	Vermont
Montana	West Virginia

*SOURCE: 1953 SALES MANAGEMENT SURVEY OF BUYING POWER

FORT WORTH IS THE GATEWAY TO THE RICH WEST TEXAS MARKET!

THE FORT WORTH STAR-TELEGRAM
Circulation Story
TOTAL NET PAID DAILY
MORNING AND EVENING
243,268
SUNDAY
223,729
ABC Audit Report for 12 Months Ending March 31, 1953

The West Texas market stretches for more than 300 miles to the West and more than 100 miles to the North and South of Fort Worth. Within its boundaries are cities that range in size from a few hundred population to over 400,000. It is one of the nation's **busiest** markets.

Into this market of 1,928,700 people Texas' largest newspaper is delivered with such merchandisable home coverage that your selling story is bound to be **seen** and **read**. The Fort Worth Star-Telegram reaches 95% of all Fort Worth metropolitan homes daily and 86% of all Fort Worth metropolitan homes Sunday. (Metropolitan population, 408,100.)

The Star-Telegram has many times **proved** its ability to **produce** for the advertiser the results he desires from newspaper advertising. The Star-Telegram stands ready and eager to serve **you!**

FORT WORTH STAR-TELEGRAM
AMON G. CARTER, Publisher
AMON G. CARTER, JR., President and National Advertising Director

LARGEST CIRCULATION IN TEXAS
WITHOUT the Use of Contests, Schemes or Premiums—"Just a Good Newspaper"

LETTERS
TO THE EDITORS

IN DEFENSE OF ED WEISS

The "Comment" column in your November 10 issue ("Is Personal Selling Dead?" page 15) being unsigned, is assumed to be the child of your editor.

It must be a healthy feeling, to have the pages of a book such as SM available for spewing out criticism of folks.

I have been reading Mr. Weiss' stuff for some time and find it of equal weight to much in your book, and superior at times in my opinion. If he is entitled to an opinion, and you are, then so am I. Too many of us have a high regard for the various publications of Grey Advertising Agency to see such a jab taken at them when our own observations are not too far from theirs.

I question that he meant to imply that advertising had replaced personal selling. The number of personal salesmen may be increasing, but the number of persons with that name who are *Salesmen*, is declining.

One day when you want to see something about salesmanship and the changes in it in recent years, don't ask anyone, but tear yourself from your desk and have a look at the shoe business.

Jim Legg
Vice-President
Heydays Shoes, Inc.
St. Louis, Mo.

Eddie Weiss and SM editors have been arguing like this over the years, and having a helluva good time doing so. Readers have probably noticed that we often go out of our way to say something nice about a Grey publication. In our December 15 Trends page you'll find such a paragraph. Subscriber Erwin H. Klaus, Marketing Director, Northrup, King & Co., didn't share Jim Legg's reaction. He tore the editorial out, sent it back to us with the notation, "Hurrah! Bravo! Bravo!"

OLD-FASHIONED SELLING OUTMODED?

While not normally a "letter-to-the-editor" writer, I have been motivated to action by the big, bold-faced question on the front cover of the December 15 issue.

"Good Old-Fashioned Selling—What Is It?" Before reading the article, I tried to form my own answer. "Good old-fashioned selling is the movement of a fraction of the volume of goods that is currently being moved in the market place."

In the lead to your article, you mention the Thirties as the period of the "old-fashioned" selling effort. I was in the selling field all during the Thirties and I know something about the lack of planning, the haphazard methods and the "guessing" of market potential and industry share of that period. I know, too, that there were many salesmen in those days who did not "ask for the order." As a matter of fact, there were a great many who did not even know where to go in the effort to ask for an order.



Sponsored by the Oklahoman & Times

Here's an opportunity for manufacturers, jobbers and dealers to exhibit and demonstrate their products in the middle of a market of 466,100 families (60 percent homeowners) at the peak of the "Do It Yourself" season.

There's an annual sales potential of $36 millions in this market for tools, paint, lumber and building materials, plus millions more for sewing machines, photo equipment; other do-it-yourself items.

The show is sponsored and under the management of the Oklahoman and Times and the full promotional facilities and knowhow of these newspapers are behind it. A special "Do It Yourself" supplement will be published on the opening day of the show by The Sunday Oklahoman—circulation more than 265,000, largest in the entire Southwest.

Steve Ellingson, nationally known syndicated "Do It Yourself" columnist, will be one of the show's headliners. His column and many other do-it-yourself, fix-it-yourself features have been appearing in the Magazine section of The Sunday Oklahoman every week for many months.

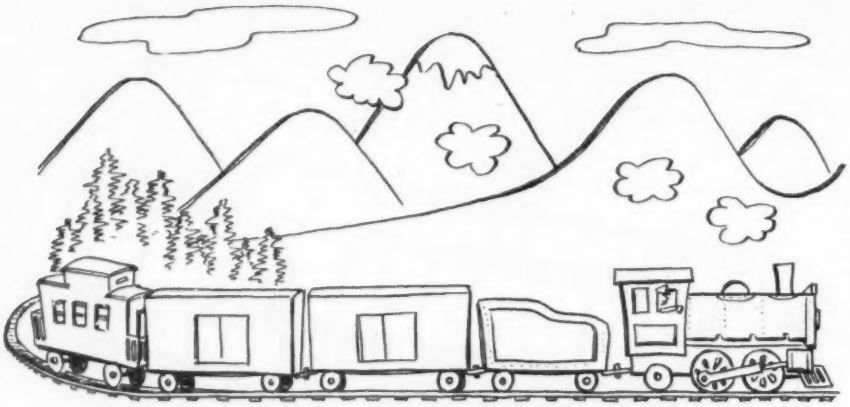
"Do It Yourself" Shows are naturals, breaking attendance records everywhere. Don't miss this opportunity to exhibit, demonstrate and *sell* your product to this *BIG* market.

WRITE, PHONE OR WIRE FOR INFORMATION

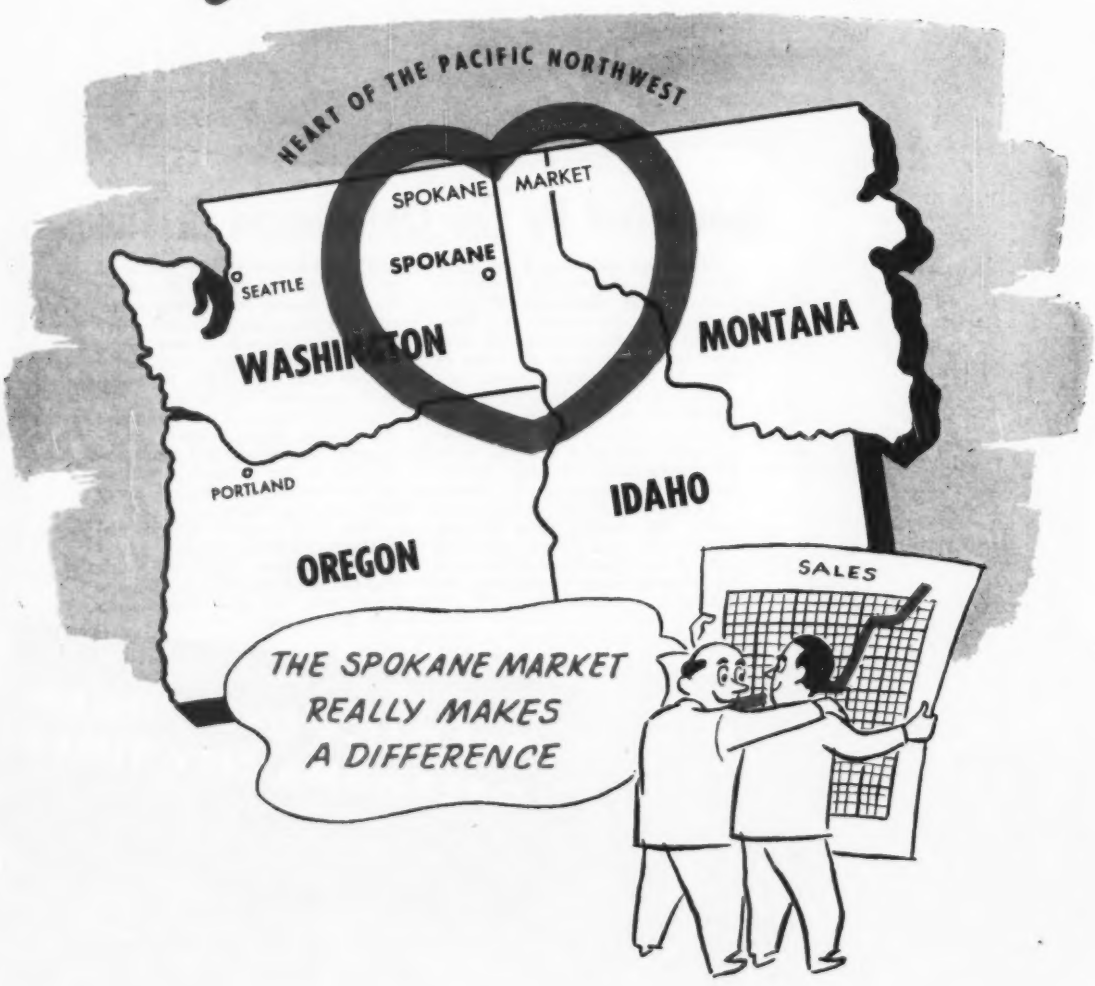
THE DAILY OKLAHOMAN
OKLAHOMA CITY TIMES
OKLAHOMA CITY, OKLA.

OR THE KATZ AGENCY, INC. OFFICES: NEW YORK, CHICAGO, DETROIT, DALLAS, KANSAS CITY, ATLANTA, LOS ANGELES, SAN FRANCISCO.

shipments grow bigger . . .



When you cover the Billion



and bigger . . .



Billion Dollar Spokane Market

IT'S ONE OF THE THREE MUST MARKETS IN THE PACIFIC NORTHWEST

Yes, shipments to the Pacific Northwest grow bigger and bigger when you cover the Billion Dollar Spokane Market. And no wonder. With over a million people . . . with over a billion in net buying income . . . with over a billion in retail sales—the Spokane Market is one of the three must markets in the Pacific Northwest.

An area as large as the whole of New England but walled in by giant mountain ranges on all four sides, the rich Spokane Market stands alone in its isolation—a unified trade area virtually unmoved by advertising efforts in coastal cities 300 miles or more away. If you miss it, you miss the very heart of the Pacific Northwest.

You reach . . . and sell . . . the big-buying Spokane Market when you use a medium as large as the market itself—The Spokesman-Review and Spokane Daily Chronicle. Together these two great dailies economically deliver the coverage and reader acceptance it takes to make advertising campaigns successful . . . together they blanket an area half again as large as the states of New York and New Jersey combined—89% of all subscribers receiving their papers by home carrier delivery.

Be sure you reach this important market. Make certain your schedule includes these two great dailies that **really sell it.** Pacific Northwest shipments will grow by the carload.

Combined Daily
CIRCULATION
Now Over
160,000
81.84% UN-duplicated

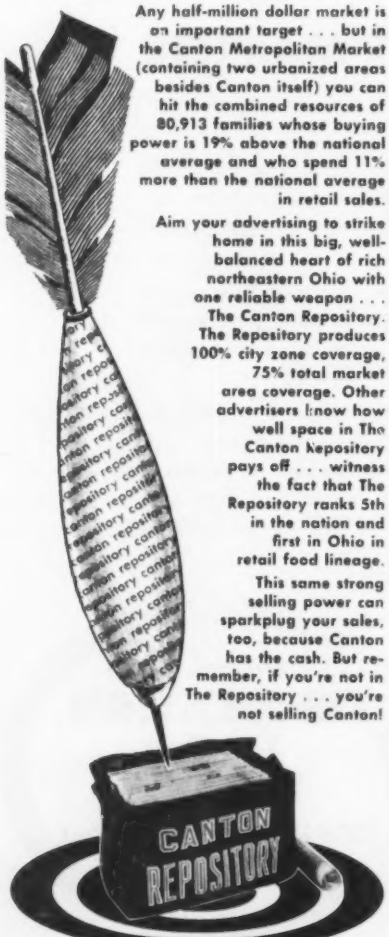
THE SPOKESMAN-REVIEW
MORNING SUNDAY
Spokane Daily Chronicle
EVENING
SPOKANE, WASHINGTON

Advertising Representatives Cresmer & Woodward, Inc., New York, Chicago, Detroit, Los Angeles, San Francisco, Atlanta. Color Representatives, SUNDAY SPOKESMAN-REVIEW. Comic Sections: Metropolitan Group.

"CANTON... *An Important Metropolitan Market In Rich Northeastern Ohio*"



HERE'S THE ONLY WAY TO HIT IT!



Any half-million dollar market is an important target . . . but in the Canton Metropolitan Market (containing two urbanized areas besides Canton itself) you can hit the combined resources of 80,913 families whose buying power is 19% above the national average and who spend 11% more than the national average in retail sales.

Aim your advertising to strike home in this big, well-balanced heart of rich northeastern Ohio with one reliable weapon . . . The Canton Repository. The Repository produces 100% city zone coverage, 75% total market area coverage. Other advertisers know how well space in The Canton Repository pays off . . . witness the fact that The Repository ranks 5th in the nation and first in Ohio in retail food lineage.

This same strong selling power can sparkplug your sales, too, because Canton has the cash. But remember, if you're not in The Repository . . . you're not selling Canton!

THE CANTON REPOSITORY

A Brush-Moore Newspaper Represented Nationally by Story, Brooks and Finley

I am convinced that "old-fashioned" selling methods have very little place in modern mass movement of goods. We don't hear production people wishing for "old-fashioned" production methods, accounting people looking back to "old-fashioned" accounting practices or engineers desiring "old-fashioned" designing methods.

Certainly we need more sales training, product knowledge, intelligent planning and hard work in the sales field. But why should salespeople, who should be the most forward-looking of all groups, be the one group that is wishing for the return of the "good old days"? And why should SALES MANAGEMENT magazine, which should be taking the lead in the dynamic, new concept of the mass selling effort as the most important part of modern marketing, be the leader of this nostalgic approach?

Fortunately, one outstanding business leader in your symposium is looking forward. I wish that you had printed Sidney Weil's word, *"We should forget about old-fashioned selling and evolve some good new-fashioned selling,"* in bold type —possibly on the front cover.

J. N. Crawford

Assistant to the President
Affiliated Gas Equipment, Inc.
Cleveland, O.

Neither SM's editors nor the senior sales executives who have contributed to the symposium (see third installment, page 86 this issue) argue that the clock should be turned back. But there were good aspects as well as bad in the selling strategies and techniques of the former hard-sell period. Let's see what the good points were and whether they can be adapted to today's problems. We can agree with subscriber Crawford that consumer purchasing *in any product group runs well ahead of the Thirties—but is it due nearly so much to better* selling *as to bigger population, high employment rate, soaring disposable income?*

Most of the letters from readers register enthusiastic approval of the feature; some of those ordering reprints "sight unseen" are executives of Chrysler Airtemp, Bearium Metals Corp., Carter Oil Co., Cook & Dunn Paint Corp., Arkansas Gazette. *Reprints of the 3-part series are 25 cents each. Address Readers' Service Bureau, SM, 386 Fourth Avenue, New York 16, N.Y.*

THE SMALL ECONOMY SIZE

Please pass along this suggestion to Swansdown Division of General Foods re: "Your Package—Too Big or Too Little?" (editorial December 15 issue, page 15). It would be simple to provide for large and small families by packing 20 ounces of cake mix in one container, but in two envelopes, each containing 10 ounces. If one wishes a small cake, one envelope could be used—larger families would use both. The unused half could be utilized at some future time with no wastage.

Mrs. Margaret Helms

The Reader's Digest
Pleasantville, New York

At a recent meeting in the Midwest

Why AMERICAN DECALS are No. 1 in your ad program....



Write for Free Brochure...
American Decal complete art and consultation service available without obligation. Write for full color brochure and samples.

American Decalcomania Co.
4344 W. Fifth Ave. - Dept. J - Chicago 24, Ill.
Mfg. Units—Chicago, New York, Cleveland, Windsor, Ont., Canada

Is this your grocery product ?



● Whether *your* cake-mix, *your* shortening, *your* coffee or tea, *your* corn flakes, *your* soap are going into this shopper's bag depends in the final analysis on how well these products are *locally* advertised! Dealer interest, store promotions and tie-ins depend largely on this one factor.

85% of all Michigan retail grocery buying, outside of Wayne County and the Upper Peninsula, is done in the 8 key markets covered by Booth Papers!

Talk over your next newspaper schedule with your Booth man. He can help you *make* the *most* out of *Michigan!*

For latest market folder, call —

A. H. Kuch,
110 E. 42nd Street
New York 17, New York
Oxford 7-1280

The John E. Lutz Co.,
435 N. Michigan Avenue
Chicago 11, Illinois
Superior 7-4680

8 BOOTH Michigan Newspapers

"YOUR MICHIGAN MARKET OUTSIDE DETROIT"

GRAND RAPIDS PRESS • FLINT JOURNAL • KALAMAZOO GAZETTE • SAGINAW NEWS
JACKSON CITIZEN PATRIOT • MUSKEGON CHRONICLE • BAY CITY TIMES • ANN ARBOR NEWS



The New Auditorium Wing at The Greenbrier

In mid-1954, The Greenbrier will offer enlarged and improved facilities for group meetings at famous White Sulphur Springs, West Virginia. The New Auditorium wing will offer groups up to 1,000 the most modern meeting facilities to be found anywhere.

The new addition will have an 8,600 sq.-ft. auditorium with a capacity of 1,075 for meetings and 860 for banquets. A theater with continental style seating and an inclined floor will accommodate 400. Both will have full stages with all facilities, plus the latest projection equipment and P.A. systems. Various sized smaller meeting rooms are also included. The entire wing will be air conditioned.

For detailed information about the new meeting facilities, address: DIRECTOR OF SALES

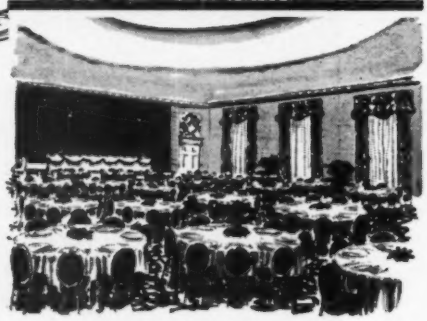


The Greenbrier

WHITE SULPHUR SPRINGS, WEST VIRGINIA

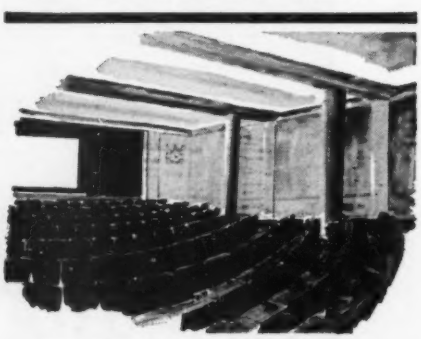
Telephone: White Sulphur Springs 110
Teletype: White Sulphur Springs 166

Or inquire of Greenbrier offices in New York, 580 Fifth Ave., JU 6-5500 • Boston, 73 Tremont St., LA 3-4497 • Chicago, 77 W. Washington St., RA 6-0625 • Washington, Investment Bldg., RE 7-2642



AUDITORIUM set for banquet

Dimensions — 72' wide by 112' long. No obstructions. Fully equipped stage 40' x 20', orchestra pit, dressing rooms. Motion picture and slide projection. P.A. system. 110-220v. A.C. power supply with ample outlets. Pantries and kitchens adjoining.



THEATRE

Dimensions 56' x 76'. Inclined floor, continental seating. Fully equipped stage, 64' x 16' (40' proscenium opening), orchestra pit, dressing rooms. Motion picture and slide projection. P.A. system. 110-220v. A.C. power supply.

WKY Radio

thoroughly saturates one important southwestern market. It is powered and programmed exclusively for Oklahoma--you need not buy waste circulation.



The 58 Oklahoma counties in WKY's Daytime Nielsen Coverage Area contain

73% OF OKLAHOMA'S RETAIL SALES
71% OF OKLAHOMA'S FOOD STORE SALES
74% OF OKLAHOMA'S DRUG STORE SALES
74% OF OKLAHOMA'S AUTOMOTIVE SALES
88% OF OKLAHOMA'S GROSS FARM INCOME

(Source: 1952 NCS Report and 1953 Sales Management Survey of Buying Power.)

Remember, when planning an advertising schedule for *Oklahoma* that WKY, the third oldest radio station in the nation, serves more *Oklahoma* homes and covers more *Oklahoma* buying power from *Oklahoma's* largest city . . . than any other station!

WKY Radio Oklahoma City, Okla.

930 KC 5000 W NBC

Owned and operated by The Oklahoma Publishing Company: The Daily Oklahoman — Oklahoma City Times — The Farmer-Stockman — WKY-TV . . . Represented by KATZ AGENCY

MOVE YOUR EXHIBITS this Newer Way!



End display moving delays, worries, risks. Call your local North American Van Lines agent—learn how our new departmentalized service gets your exhibit IN, gets it OUT, on time and in tip-top shape. NAVL padded vans virtually eliminate slow, costly crating. Better move ALL WAYS, via North American Van!

"We saved over $300 on crating by shipping our International Petroleum Exposition display by North American van, as well as a lot of man hours. Everything arrived on time."

—G. A. Miller, V. P., Key Company

HELPFUL NEW BROCHURE on display moving, yours for the asking. Phone local NAVL agent or write North American Van Lines, Dept. SM154, Fort Wayne 1, Ind.

North American VAN LINES, INC.

Agents throughout U. S. A. CANADA and ALASKA

SERVING THE MOVING NEEDS OF A CONTINENT

WHBF + CBS

Adds up to—

BETTER QUAD-CITY COVERAGE AT NO INCREASE IN COST!

SINCE 1925 THE QUAD-CITIES FAVORITE

SINCE 1950 THE QUAD-CITIES FAVORITE

QUAD-CITIES

WHBF Radio

WHBF Television

Telco Building, Rock Island, Ill.—Represented by Avery Knodel

one of our editors, who is quite a cook herself, spoke to the Research Director of General Mills about this idea both she and Mrs. Helms are promoting. It seems some type of similar "family package" is in the works. Incidentally, it was our editor's own experience with a General Mills—not Swansdown—cake mix that led to the editorial.

KID'S SNACK LEAVES BAD TASTE

We were disappointed to note that in your excellent article, "5c for a Kid's Snack" (December 1 issue, page 48) you neglected to mention our client, *State Teachers Magazines,* which along with *The Instructor* and the *Grade Teacher* listed in the article, carry advertisements of companies offering teacher aids.

In any event we read your article and found it very pleasant. It might even lend us a new copy slant.

Daniel W. Stevens
M. Glen Miller, Advertising
Chicago, Ill.

We also regret the inadvertent omission of an excellent advertising medium . . . and our faces are especially red since State Teachers Magazines *have been telling their story regularly to readers of SM.*

ECONOMIC HYPOCHONDRIA

We should like to congratulate you on your November 10 editorial, "Do We Have Economic Hypochondria?" We hope you will keep this in mind as a model for subsequent editorials on the same theme. We want to order 100 copies for use by our salesmen in the San Francisco district.

Max W. Barton
Supervisor for Consumer Selling
Johns-Manville Sales Corp.
San Francisco, Cal.

We are enclosing a few copies of "Do We Have Economic Hypochondria?" which you permitted us to reprint. We distributed several hundred of these folders during our convention last week in Chicago and the executive reaction was no less than terrific.

Martin W. Bazner, Sr.
Vice-President, Sales
Ammco Tools, Inc.
North Chicago, Ill.

Congratulations on your sensible and well presented article, Trends, in the November 10 issue.

Our industry, when compared with sales figures for 1952—a record year—seems to be suffering difficulties which have been interpreted by leading manufacturers as an economic toboggan. What these industrial prognosticators have neglected to consider is that 1953 has been the industry's second biggest year.

Robert E. Lewis
Editor
Trailer Dealer Magazine
Chicago, Ill.

Facts versus fancies—under the title, "Do We Have Economic Hypochondria?"—in Trends November 10 was a bell-ringer. Reprint orders up through Christmas totalled in excess of 65,000 copies, and circulation of house organs where it has been reprinted tops the 200,000 mark. Largest reprint order to date: National Cash Register's 5,000.

TRAILS TO GOLD MINES IN GRIT-AMERICA!

There are plenty of trails to riches ahead for the advertiser who investigates the large Small-Town Market well beyond the cities . . . GRIT-America. This is a good solid market with great sales potential (See Case History No. 15).

In GRIT-America, 3¼ million people read GRIT each week—*the only national Small-Town weekly in the whole U. S.* Competition is limited—there are few newsstands in GRIT-America . . . magazine subscription crews cannot operate profitably in these Small Towns. So sales messages in GRIT really get read. That's why advertisers are finding trails to gold mines in GRIT-America!

We'll be glad to tell you more. Just ask about our case histories!

CASE HISTORY No. 15

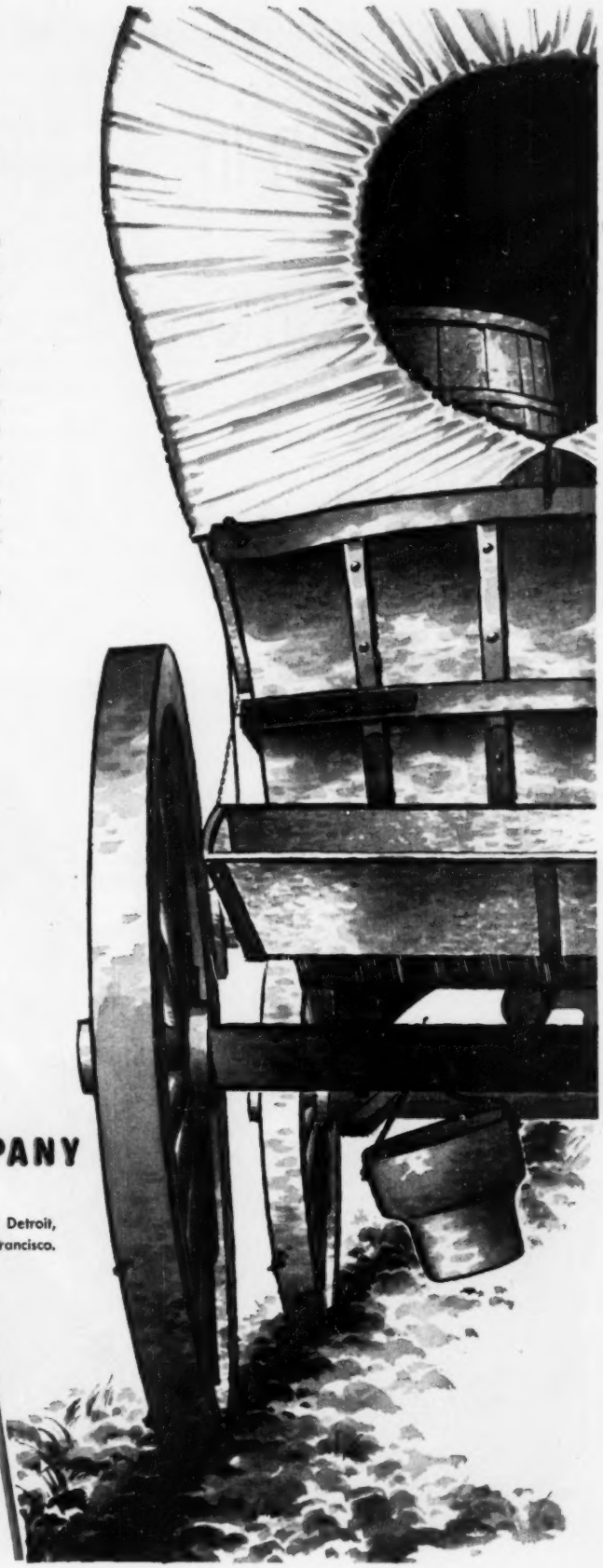
A rich trail for a GRIT-Advertiser!

Sani-Flush has advertised in GRIT for years!

Result? Year after year Sani-Flush gets a bigger share of GRIT business among toilet bowl cleaners. Today it is used in over 8 times as many GRIT homes as the 2nd brand.



YES—YOU CAN STILL STRIKE IT RICH IN OUR COUNTRY!



GRIT PUBLISHING COMPANY

WILLIAMSPORT, PA.

Represented by Scolaro, Meeker & Scott in New York, Chicago, Detroit, Philadelphia and by Doyle & Hawley in Los Angeles and San Francisco.


GRIT

PEOPLE WILL GET FACTS ABOUT 'MESS'

Case of White Begins Reports By President

The man in two positions to buy

As a businessman

He is one of more than a million TIME-reading family heads who buy, or influence the buying of, goods and services for their companies.

Evidence on request—The following research reports present the facts of TIME's readership among the top men of each market listed. Please send, by number, for the reports you are interested in.

MAGAZINES READ BY:	NO. OF REPORT:
Buyers of materials handling equipment	1111
Executives who select industrial sites	1090
Engineers listed in "Who's Who in Engineering"	1069
Best customers and prospects of 60 industrial companies	1053
Top executives and professional men in the construction industry	1093
U. S. purchasing agents	1124
Buyers of office machinery and supplies	1096
Presidents of U. S. corporations	1110
Government officials in Washington, D. C.	1111-A
U. S. truck owners and prospects	1105
Bank presidents	1047
"Men on the way up"	1102





As a family man

He and his wife and their friends are consistent best customers for all types of better products and services. Their interests are broader and their means way above the national average.

Evidence on request—The following reports present the facts of TIME's readership among known buyers of better merchandise. Please send, by number, for the reports you are interested in.

MAGAZINES READ BY:	NO. OF REPORT:
Television set buyers	1122
Home appliance buyers	1117
Best charge-account customers in 21 leading department stores	1089
International air travelers	1131
Guests at U. S. resort hotels	1083
U. S. holders of air travel cards	1061
New auto buyers	1108
U. S. college graduates	1015
Life insurance buyers	1128
Women members of department store college fashion boards	1070
Buyers of men's shoes	1068
U. S. college students	1121

Q.E.D.

Whatever you are selling—from plant equipment to plane space—your prime prospects are the readers of TIME. Circulation is now 1,800,000 families—America's largest audience of best customers. Best customers in *two* positions to buy.



In TIME's International Editions, more than 850 advertisers are reaching 373,000 of their best customers throughout the rest of the world.

The Buffalo Courier-Express carries much more Men's Store (and Women's Store) Advertising than any other Paper in Western New York

MEN'S STORE ADVERTISING 1952
Daily 717,122 lines
Sunday 112,990 lines

ROP Full Color available both Daily & Sunday

BUFFALO COURIER EXPRESS

Western New York's Only Morning and Sunday Newspaper
REPRESENTATIVES:
SCOLARO, MEEKER & SCOTT



ART IN DRUG STORES? . . . sure. And in railroad terminals, cigar stores, ladies' rooms and lunch counters. We've become an art-conscious nation.

Art for the Millions: Pocket Books Made It Possible

Perhaps you've seen the handsome, pocket-size art books around. Perhaps you've even bought one or two or a dozen. For these current "best sellers" are sold everywhere: in book shops, in drug stores, railroad terminals, over magazine counters. And the people who buy them are not merely art students or intellectuals. They were conceived for mass distribution and the masses have bought them. For 50 cents you can lay a firm foundation of knowledge about the art of Degas or Renoir or El Greco and you, multiplied thousands of times, are doing just that.

"The Pocket Library of Great Art (as the little books are called) represent the marriage of two very different types of people," says James Jacobson, executive v-p of sales for Pocket Books, Inc. "Furthermore, the marriage has worked."

This carefully-edited one-foot-shelf of art is the brain child of two fathers, actually. To bring it into being and to make it the huge success it is in the publishing field, took the combined know-how of one of the country's leading publishers of art works and the teamwork of old hands at catering to the public's literary taste. The art work publisher is Harry N. Abrams, once with the Book-of-the-Month Club, Inc. and consequently no stranger to the mass taste. He's famous for his art books: One of them, for instance, was a $15 best seller on Cezanne.

The team is Leon Shimkin, pres., Pocket Books and Jacobson. Abrams has done all the research, prepared the editorial matter which goes with the fine art reproductions and superintended the printing. Shimkin and Jacobson provided the marketing, financing and distribution.



IN INDIANAPOLIS

they Buy More because they Have More!

● For example, in 1952 Drug Store Sales per family in Indianapolis were 120% above the national average!*

Yes, people Buy More in Indianapolis because the average income per household in this big market is $6943** annually, first among cities of over 400,000! Indianapolis has many other essential market advantages for you too!

▶ *It's* BIG . . . over 550,000 population

▶ *It's* STEADY . . . unsurpassed for diversification and balance of industry and agriculture

▶ *It's* EASILY REACHED . . . you get saturation coverage of the metropolitan area, plus an effective bonus coverage of the 44 surrounding counties in The Star and The News. Write for complete market data today.

KELLY-SMITH COMPANY · NATIONAL REPRESENTATIVES

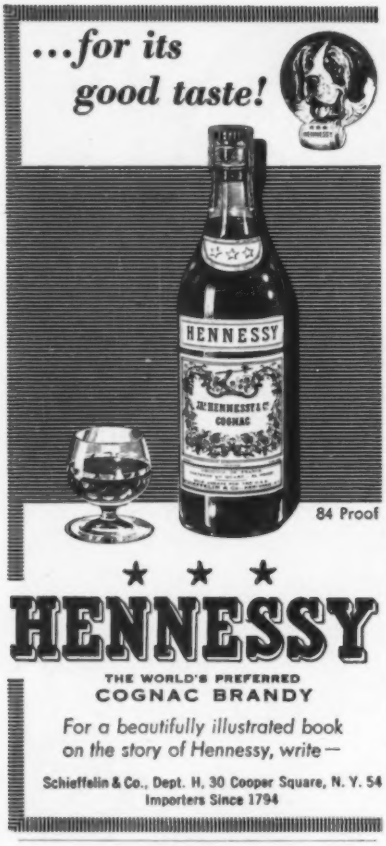
*Sales Management Survey of Buying Power, May 10, 1953.
**Consumer Income Supplement, 1953, Standard Rate & Data Service



THE INDIANAPOLIS STAR

YOUR FIRST TEAM FOR SALES IN INDIANA

THE INDIANAPOLIS NEWS



★ ★ ★

HENNESSY

THE WORLD'S PREFERRED
COGNAC BRANDY

For a beautifully illustrated book on the story of Hennessy, write—

Schieffelin & Co., Dept. H, 30 Cooper Square, N. Y. 54
Importers Since 1794



*

LOUISVILLE BELONGS ON ANY SUPPLEMENT SCHEDULE

DID YOU KNOW?

Louisville is the 2nd largest U.S. market offering supplement advertising—yet not served by one of the 3 national supplements. Louisville (pop. 598,000) is larger than 12 of This Week markets, ranks next to Miami among American Weekly markets, and is larger than all but 8 of the 38 Parade markets.

Send for your free copy of a new factual study of newspaper supplements. Write to: Promotion Department, The Courier-Journal, Louisville 2, Kentucky.

* THE LOUISVILLE
Courier-Journal
SUNDAY MAGAZINE

Sunday Courier-Journal Circulation 303,238 • Member of The Locally-Edited Group • Represented Nationally by The Branham Company.

The Pocket Library of Great Art books is less than a year old. Last October, Pocket Books, Inc., began distribution with 75,000 each of the 12 titles. While the layman might think that a great risk was involved in something which, at first glance, seems pretty esthetic, Jacobson insists that the gentlemen concerned felt very "bullish" about the proposition. "We weren't betting on horses," he says.

Nor were the pulse-feelers whistling in the dark. Shimkin—also a partner in the publishing house of Simon and Schuster—knew that there was an enormous potential in art books if (1) the price was right and (2) if the quality of the reproductions was of the best and the editorial matter was expertly done but with mass appeal.

Consequently the gentlemen gave orders to their printers for the largest printing of art books ever made in the U.S. And this is a sample of what happened: In Washington, D.C. Pocket Books' wholesaler sold out in 10 days. On Broadway a Walgreen's drug store sold out in 48 hours. New York's Gimbel's sold 1,200 copies in a week. Even Greenville, Miss. sold out.

Interestingly, most people do not buy just one of the books. They buy several or the whole series. The books run the gamut from the classical Botticelli to the very contemporary Dufy. But the best seller has been the one of Toulouse-Lautrec.

Pocket Books doesn't attempt to discover which came first, the chicken or the egg. They don't know if their books have stimulated the full-blown public interest in art or whether it has stimulated the sale of the little art books. They merely point out that "Moulin Rouge," the movie story of Toulouse-Lautrec has been an enormous success and that "An American in Paris" concerned itself with a struggling artist who fantasied ballets using the idioms of famous painters. Both pictures have been box office successes.

And so is the Pocket Book Library of Great Art a great success. At the moment Pocket Books' inventory is almost nil. And plans are far advanced for 12 new art books. A second printing of the first 12 will be off the presses soon. The firm sees a sales goal of 2,000,000 of its pocket-size art books a year.

The whole idea is to "give the customer a break." The customer wants art books—but at bargain rates. And the venture is proving what Pocket Books' editions of fiction and non-fiction has proved: That far from slowing down the sale of publishers' hard-backed, more expensive offerings of the same thing, the smaller, less pretentious editions have actually helped the sale of their bigger brothers.



Jacobson



Shimkin

Now!...add the Selling Impact of

FULL COLOR in The Miami Herald

to sell Florida's BILLION DOLLAR Gold Coast Market



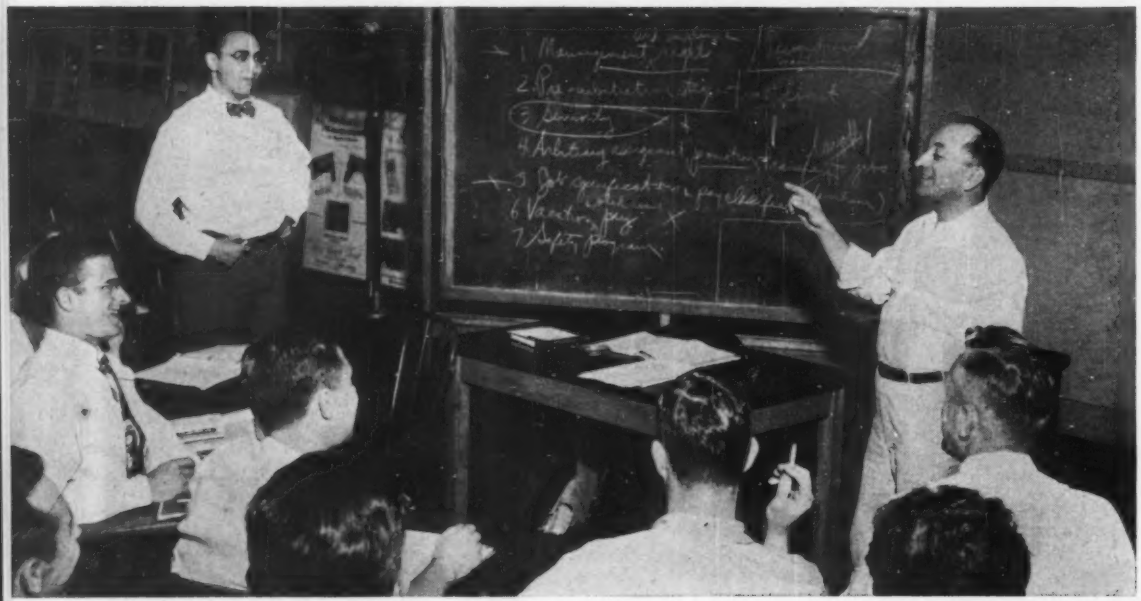
Winter's BRIGHTEST News!

Now you can add the dramatic dimension of FULL COLOR to the proven selling force of your advertising in the South's largest newspaper, serving Florida's biggest, richest market...the billion dollar Gold Coast!

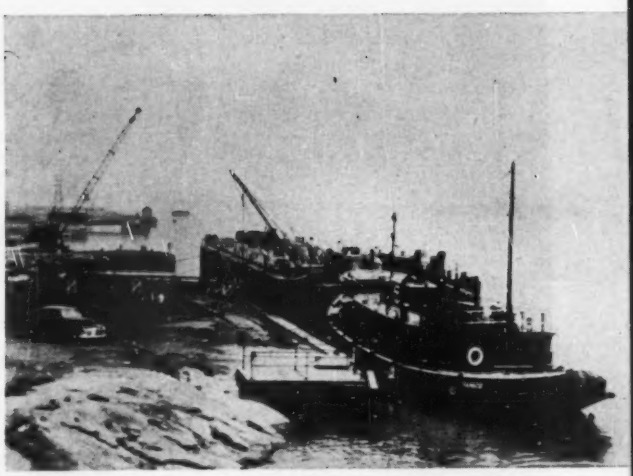
Don't miss the biggest bonus audience ever! Start your color schedule *now* and blanket a million and a half winter visitors as well as 900,000 residents of Florida's booming Gold Coast. See your SB&F man *today!*

The Miami Herald

no wildcatters, caustic cargo, dyemakers' delight,



NO WILDCATTERS wanted here at the AF of L's Int'l. Chemical Workers Union . . . it's friendly with the operators, faithful to contracts, boasts more members in chemical plants than any other union. Here's a training class learning the fine points of driving hard bargains. Unlike many industries, CPI organizing has been with little bloodshed. One reason, say leaders, is because this ever-changing field demands management with vision – men who know how to harness capital and labor into smooth-working teams.



CAUSTIC CARGO – Niagara Falls illustrates the growing importance of inland waterways to chemical producers as Hooker Electrochemical Co. commences regular shipments of liquid caustic to New York and Chicago. It's another example of the boom in river and ocean transportation spreading throughout the CPI. Nobody's happier than the barge men – reports one operator, up to 90% of the company's liquid fleet is in chemical service.



DYEMAKERS' DELIGHT – Staining unfinished furniture to match home decor is but a sample of what's behind the new surge in household dye sales. Adroit promotion has boosted sales to over $12 million in applications ranging from dyeing artificial flowers to live dogs. Though just a fraction of the giant fabric coloring industry, its fast growth and the do-it-yourself-at-home angle provides a stable outlook in any kind of economic weather. Next stop – overseas markets.



ALERT MANAGEMENT: Here's Executive Vice President Ernest Hart of Food Machinery and Chemical Corp., one of the growingest companies in the whole process market. Chemicals have received the lion's share of the firm's expansion money and they're paying off . . . were 51% of FMC's non-defense sales in 1952 and are scheduled to go much higher in ensuing years. "I'd recommend CHEMICAL WEEK to any executive in the business," says Hart. "It's the best way I know to get a close-up of the entire field."

News breaks fast in the Chemical Process Industries ... like TB drugs, liquid fertilizers, new plastics ... like market trends, price changes and raw materials availability. It's an exciting, big money market, where heads-up management parlays test tube magic into million dollar developments that revolutionize entire industries almost overnight. And in this newsworthy field CHEMICAL WEEK is first with the facts ... to explain, interpret and analyze ... to make the news make sense to process businessmen.

CHEMICAL WEEK, in sharp contrast to contemporaries, is tailored exclusively to the interests of all ranks of chemical process executives. As the information center for business news of the market, it's consulted at every stage of management planning ... in product development, distribution and production ... in purchasing of new plants, equipment, materials and services. That's why CHEMICAL WEEK is imperative to process advertisers in the hard selling days ahead ... it's management's own magazine.

alert management, and ... Chemical Week

in the chemical process industries ... it's management's own magazine

A McGRAW-HILL PUBLICATION • ABC • ABP

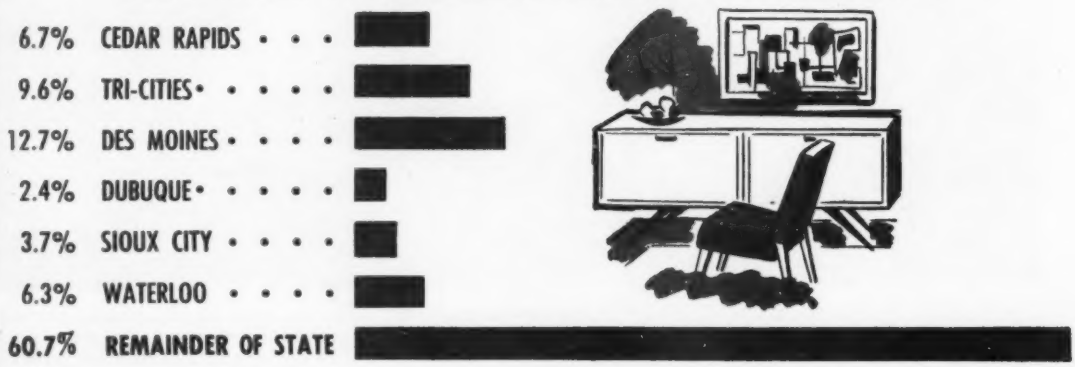
McGRAW-HILL BUILDING, NEW YORK 36, N.Y.

Buy WHO

and Get Iowa's Metropolitan Areas..

Plus the Remainder of Iowa!

TAKE HOME FURNISHINGS SALES, FOR INSTANCE!

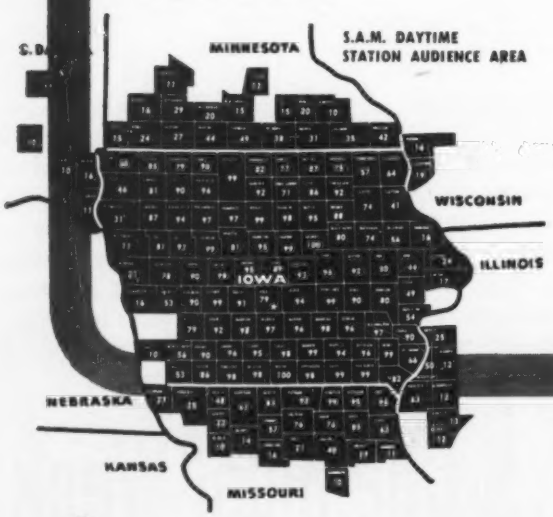


Figures add to more than 100% because Rock Island County, Illinois is included in Tri-Cities.

THE "REMAINDER OF IOWA" ACCOUNTS FOR THESE SALES:
(Which You MISS Unless You Cover the Entire State)

65.4%	Food Stores
61.6%	Eating and Drinking Places
44.8%	General Merchandise Stores
55.6%	Apparel Stores
60.7%	Home Furnishings Stores
65.1%	Automotive Dealers
73.2%	Filling Stations
79.6%	Building Material Groups
60.4%	Drugstores

Source: 1952-'53 Consumer Markets





FREE & PETERS, INC., National Representatives

BUY ALL of IOWA—
***Plus* "Iowa Plus"—with**

WHO

Des Moines . . . 50,000 Watts

Col. B. J. Palmer, President

P. A. Loyet, Resident Manager

COMMENT

Forgotten Man in Sales?

In this issue (page 36) we take a long, hard look at the sales promotion manager and his job.

As William Kelly, the author, points out in the summary developed from reports from 44 sales promotion managers in widely varying lines of business, sales promotion is a "fog" area. It has terminology trouble, organization trouble, operating trouble. It needs and deserves much more study and attention by top management in many companies, much more job study by the sales promotion managers themselves.

Perhaps one of the most important implications to be drawn out of this report is the possibility that the confusion in sales promotion may be one of the big basic reasons why so many companies suffer from poor co-ordination between personal selling effort, advertising, and sales promotion and merchandising.

SALES MANAGEMENT's study merely strives to present a picture of a situation, and to make a tentative suggestion about the direction of study to achieve correction of some of the weaknesses in sales promotion. Where do we go from here?

Here's one idea on which SALES MANAGEMENT's editors would like to have the opinion of readers: Would it be practical to organize a Sales Promotion Managers' Round Table under the wing of National Sales Executives?

The function and the job obviously need group thought. Sales promotional functions are broadening, budgets are getting bigger, and present helter-skelter operation in many companies is entailing sizable wastes. The editors will welcome your opinions.

Your Good Turn for the Day

When Europeans visit our factories they are more impressed with the factory parking lots than they are with the production lines. Their reaction to the fact that an ordinary American can ride to work in a nice car: "Incredible!"

Our visitors are surprised at another facet of American industrial life: the business publication. There is a publication for each job function and for almost every classification of American interest. There are some 2,000 publications. They are read by millions of people. Each is full of know-how information, much of it drawn from the other fellows' experiences. This free interchange of information is part of our way of life, too. We think nothing of it—until visitors from abroad express surprise and envy.

People in other countries are interested in know-how publications, as well as in our general interest magazines and newspapers. Their problem: how to obtain them.

Now you can send back copies of your magazines abroad. You can mail SALES MANAGEMENT, or *American Machinist,* or the *Ladies' Home Journal,* to name just three publications in different areas.

Your copies will go first to one of the 250 foreign libraries and into the libraries of the U.S. Information Agency. What do you do? Wrap your copies in heavy paper and mail to U.S. Book Exchange, Inc., Library of Congress Building, Washington 25, D.C. Send copies published within past six months.



NUDIST!

If you were a salesman or a sales manager in the years before the war, the years before the Great Seller's Market that brought salesmanship almost to the status of a forgotten art, then you'll remember the Nudist Sales Contest.

The Nudist Sales Contest made history—*sales* history. It's starting to make sales history again. Recently we started getting letters and wires and even long distance telephone calls, all of them running something like this:

"Is the Nudist Contest still available? I remember the job it did for us back in * * * * and if it is still on the market, we want to use it again."

The good news is this: the Nudist Contest definitely IS available. Your order, or your request for information, will be taken care of the same day it's received. The Great Seller's Market is no longer with us. Let's GO!

HAHN-RODENBURG CO.
Sales Contests
P. O. BOX 333
SPRINGFIELD, ILLINOIS

Your sales target is not only Salt Lake but the

Salt Lake Intermountain Market



Corporate Salt Lake City's population is 189,100 *but* Salt Lake's Retail Trading Zone population is 612,400 *and* Salt Lake Intermountain Market population is 1¼ Million. You can enjoy greater sales by hitting hard the Salt Lake Intermountain Market. You can sell it with one low-cost in one easy step in these two newspapers.

Your share of the Market is NOT only $310,363,000 in sales of corporate Salt Lake City . . . *but of* $1,600,000,000 in the total Salt Lake Intermountain Market.



YOUR PROSPECTS ARE BEST IN THE GROWING WEST!

(MORNING & SUNDAY)

The Salt Lake Tribune

DESERET NEWS AND

Salt Lake Telegram (EVENING)

Represented Nationally by:

MOLONEY, REGAN AND SCHMITT, INC.

Metropolitan Sunday Newspapers

Where You Stand on Tariffs

It looks as though President Eisenhower is heading into a good, old-fashioned tariff fight. The people haven't taken part in one of these traditional scraps for more than a decade.

Those of us whose products are not particularly affected by raising or lowering tariffs may unconsciously fall back on our textbook learning as we view the gathering storm. If we do, we'll probably be making a big mistake. In school, most of us were taught that the Democrats are the low-tariff advocates, and the Republicans are the protectionists. The posture today of our political and business leaders can no longer be so arbitrarily labeled.

Will Southern Democrats now be more interested in the historic Northern Republican contention that highly-paid American labor must be protected against cheaper labor in other countries? Ironically, it may come to pass. The South itself has been extremely successful in securing industry by means of lower labor costs. But now the industrialized South may be receptive to protection of its labor against "cheap" foreign labor. Economics can make strange political bed fellows.

Will Mid-western farmers be reluctant to raise tariffs on industrial products if this step would curtail their markets for foodstuffs? The "isolationist" farmer may turn out to be quite international-minded —for a good economic reason.

"Since the U.S. started lowering tariffs in 1934," points out *U.S. News & World Report*, "2,532 rates of duty have been reduced, 805 rates have been left untouched, and fewer than a dozen rates have been raised." The average rate has been cut in half—from 24.4% to 12.2%.

According to sellers abroad who want to come into the United States market, the United States is surrounded by a high tariff wall which makes competition difficult, if not impossible. On the other hand, American industries which have historically looked to tariffs for a helping hand on their production and marketing problems, often give the public impression that tariffs have been cast aside on almost every commodity.

Before either side is swept away in an emotional storm, it might be well to take a look at the facts. "In 1933," states *U.S. News & World Report*, "before the tariff-cutting program, 37% of U.S. imports were goods that paid tariffs, 63% were goods on which no duties are levied. Now, about 42% of imports are duty-paid, about 58% duty-free."

The public, during a tariff fight, usually stands on the sidelines, leaving the fray somewhat one-sided. With the field pretty much to themselves, the groups that feel endangered by inadequate tariffs engage in a liberal amount of log-rolling and come up with an act which suits them. It is awkward for those not directly affected by tariffs to speak out for the general welfare. But somebody must do it if we are to balance our world obligations and our domestic aspirations.

Is This Us?

The American male, according to James B. Lee, president, The Frank H. Lee Co., who is trying to hat him, "hankers for the past, but he flirts with the future. He thinks of himself as thoroughly law-abiding. But he breaks a dozen local ordinances every time he drives a car. He is one of the most unadventuresome eaters . . . except when he goes to college and tries a diet of goldfish . . . it is this uncatalogued, contradictory male who stands as the great objective—and the great puzzle—for distribution." Jim Lee welcomes the help of every manufacturer selling to men in getting men out of their fashion rut.

woo 'em and win 'em with

SWITZER DAY-GLO®

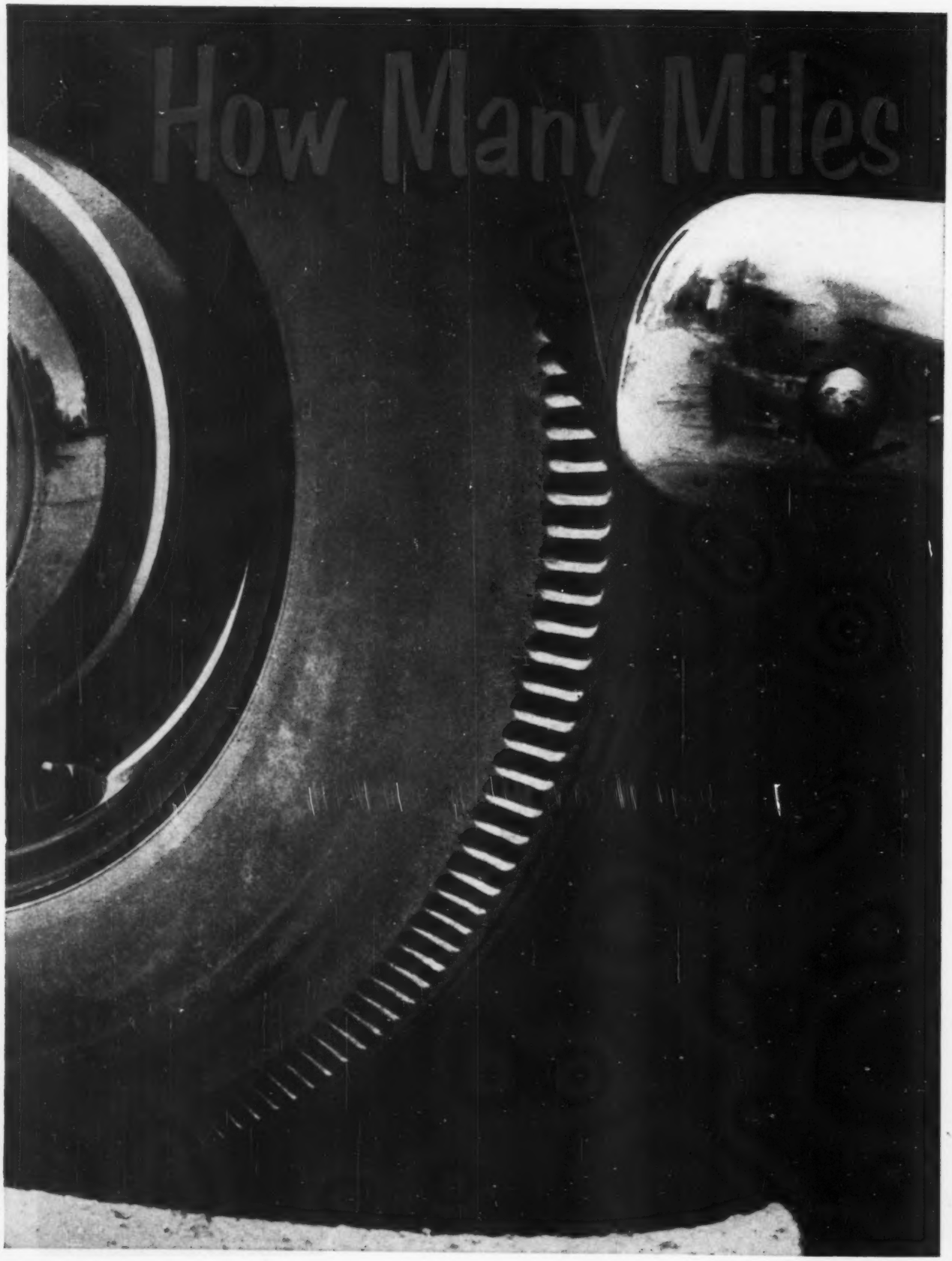


There's nothing like color—dramatic distinctive DAY-GLO Daylight Fluorescent Color—to woo and win new interest in your advertising.

DAY-GLO Daylight Fluorescent Colors—the Brightest Colors in the World—add attention, attraction and action power to all your sales and sales promotion materials.

May we show you what they'll do for your billboards, car cards, displays, direct mail, labels, packaging, posters, streamers? Write today!

SWITZER BROS., INC.
FIRST NAME IN FLUORESCENT COLORS
4732 St. Clair Ave. • Cleveland 3, Ohio
IN CANADA: STANDARD SALES COMPANY,
4097 Madison Avenue, Montreal 28, Quebec


How Many Miles

Make an Order?

Today's industrial salesman is faced with a new selling problem. For industry is not only getting bigger and more complex . . . but more decentralized. As a result, salesmen must spend more time traveling to plants that are far outside the city limits. That means more miles per order . . . and less time to sell the men who make buying decisions.

But there is an answer. It's the method industry has been using to cut production costs—MECHANIZATION. And the "sales tool" is business publication advertising. For the magazines that industrial executives read to keep up with their jobs provide a means of reaching thousands of known and unknown buying influences at pennies per call.

When it costs so little to reach so many, it makes sense to "mechanize" the initial steps in the manufacture of a sale with business publication advertising . . . and permit the salesman to use his time and skill on making the proposal and closing the sale.

For more information on how Business Paper Advertising can build sales and cut selling costs, ask your McGraw-Hill man for a copy of our 20-page booklet, "Mechanizing Your Sales with Business Paper Advertising."

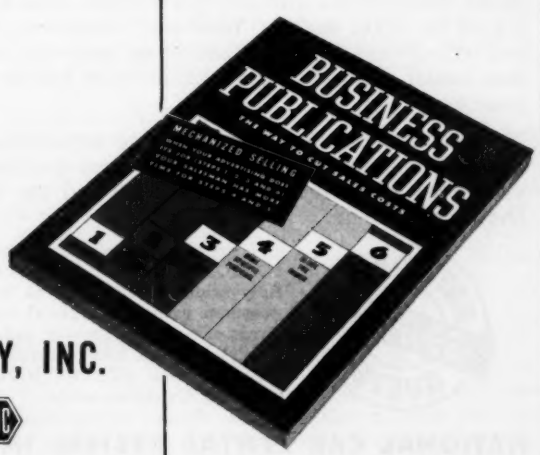
HAVE YOU SEEN OUR NEW MECHANIZED SELLING FILM?

We have just produced a 35mm. sound-slide film entitled, "Plateau of Progress." This 14-minute Kodachrome film presents the application of mechanization to selling . . . shows the job that advertising can do in the kind of economy we're living in today.



The film fits ideally into conferences, sales meetings, sales training courses, advertising presentations and other gatherings where business promotion is the theme.

This new film, and our earlier film, "Mechanized Selling . . . Blueprint for Profits," are available at all McGraw-Hill District Offices. For further information, ask your McGraw-Hill man or write Company Promotion Department.



McGRAW-HILL FOR BUSINESS

McGRAW-HILL PUBLISHING COMPANY, INC.

ABP 330 WEST 42nd STREET, NEW YORK 36, N. Y. ABC

HEADQUARTERS FOR BUSINESS INFORMATION

MAKE RESERVATIONS WITH THESE NATIONAL MEMBERS



Salesmen make more calls

. . . with a Rented Car from

NATIONAL CAR RENTAL SYSTEM

Get around faster...be fresher...see more people and you'll step up your sales! Use personal transportation for local calls..."your car" rented from NATIONAL CAR RENTAL SYSTEM.

Make reservations with any NATIONAL member, travel or ticket agent. "Your car" wherever you are will always be a spic and span, easy-driving, late model, filled with gas and oil to be driven as your very own.

NATIONAL cars are a time-saving convenience and surprisingly economical for emergencies, vacations, sight-seeing, or as a second car for business or home.

Get acquainted with your local NATIONAL member. He's a carefully selected independent businessman with the highest standards of courtesy, service and dependability. Ask him to supply all your salesmen with NATIONAL Courtesy Cards, or write:

NATIONAL CAR RENTAL SYSTEM, INC.
1209 Washington, St. Louis 3, Mo.

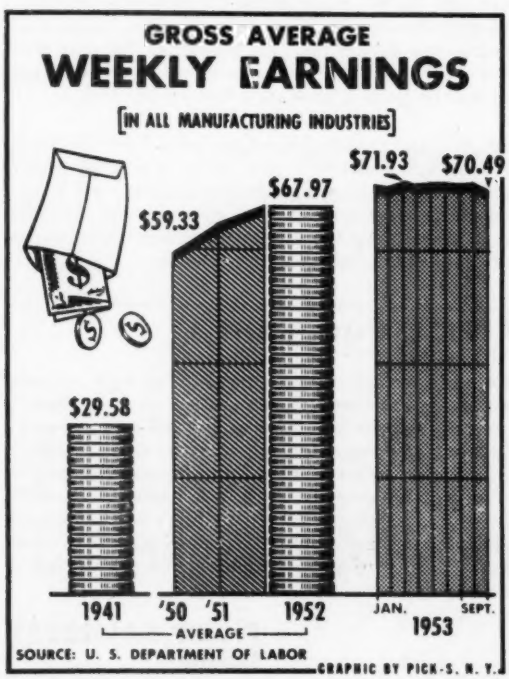
CITY	MEMBER'S NAME	TELEPHONE
ABILENE, Texas	Bean & Hughes Car Rental	49240
ALBUQUERQUE, N. M.	Acme Car Rental Co.	3-1156
ALEXANDRIA, Va.	National Car Rental System	OVerlook 3-5357
ANNAPOLIS, Md.	National Car Rental System	[illegible]
ANTWERP, Belgium	Steiner's Auto Rentals	
ARLINGTON, Va.	National Car Rental System	JAckson 5-7722
ATLANTA, Ga.	Dixie Drive It Yourself	WAlnut 1870
ATLANTIC CITY, N. J.	Auto Rental, Inc.	5-7415
AUGUSTA, Ga.	Central Drive-It-Yourself	2-8316
AUSTIN, Texas	Hillard's Rent-A-Car	7-3441
BALTIMORE, Md.	National Car Rental System	MUlberry 5-6000
BARTLESVILLE, Okla.	Atlas Auto Rental, Inc.	478
BATON ROUGE, La.	Auto Hotel Rental	24404
BEAUMONT, Texas	Hillard's Rent-A-Car	4-8024
BIRMINGHAM, Ala.	Dixie Drive It Yourself	3-7181
BOGOTA, Colombia	Auto-Rent, Limitada	
BOSTON, Mass.	Columbia Motor Mileage Corp.	GEneva 6-3476
BOSTON, Mass.	Dyer Auto Rental System	LYnn 8-0650
BUFFALO, N. Y.	Lincoln Rent-A-Car Corp.	MOhawk 3161
CAMBRIDGE, Mass.	Mt. Auburn Renting Service	KI 7-4561
CANTON, O.	Ohio U-Drive-It Co.	4-6181
CARACAS, Venezuela	Auto Renta C. A.	56.852
CASABLANCA, Fr. Mor.	Garage Saint Christophe	223-66
CHATTANOOGA, Tenn.	Auto Rent, Inc.	7-5129
CHICAGO, Ill.	Saunders Drive It Yourself	CEntral 6-1077
CINCINNATI, O.	Saunders Drive It Yourself	MAin 0010
CLEVELAND, O.	Redifer Bus, U-Drive Division	TOwer 1-2670
COLUMBIA, S. C.	Ryder Car Rental System	5111
COLUMBUS, Ga.	Marchman's Drive Yourself Co.	2-0636
CORPUS CHRISTI, Texas	Mission Rent-A-Car, Inc.	4-9433
CUMBERLAND, Md.	National Car Rental System	[illegible]
DALLAS, Texas	Nichols Bros. Rent-A-Car	RAndolph 8484
DAVENPORT, Iowa	General U-Drive-It Co.	6-4446
DENVER, Colo.	Baker Auto Rental, Inc.	TAbor 0043
DES MOINES, Iowa	Brown Auto Rental	3-5000
DETROIT, Mich.	Williams Rent-A-Car	WOodward 2-3567
DUBLIN, Ireland	Murrays	62005
EAST ST. LOUIS, Ill.	McMahon Driv-Ur-Self	UPton 4-1296
EL PASO, Texas	El Paso Driv-Ur-Self	2-0053
ERIE, Pa.	Standard Car Rental	21-5121
EVANSTON, Ill.	Bell Drive-It-Yourself	GReenleaf 5-0013
FAIRFIELD, Calif.	Barrett U-Drive	FAirfield 7-2635
FORT WAYNE, Ind.	Safety Auto Rental	A2201
FORT WORTH, Texas	Hillard's Rent-A-Car	FAnnin 3288
FREDERICK, Md.	National Car Rental System	211
FRESNO, Calif.	Acme U-Drive	4-3777
GALVESTON, Texas	Galvez Motors, Inc.	3-4442
GLASGOW, Scotland	Cameron & Campbell, Ltd.	CEntral 4121
HAGERSTOWN, Md.	National Car Rental System	2436
HARLINGEN, Texas	Mission Driverless Car Co.	1854
HARRISBURG, Pa.	U-Drive-It Co., Inc.	4-3245
HARTFORD, Conn.	Ramp U-Drive	2-7285
HIGHLAND PARK, N. J.	Crown Corp.	CHarter 9-9766
HOLLYWOOD, Calif.	Saunders Drive It Yourself	HOllywood 4-4180
HONOLULU, Hawaii	Taylor's U-Drive	96-1555
HOUSTON, Texas	Coastal Driv-Ur-Self	CApitol 7373
INDIANAPOLIS, Ind.	National Driv-Ur-Self	LIcoln 2551
JACKSON, Miss.	Dixie Drive It Yourself	3-4411
JACKSONVILLE, Fla.	U-Drive Autos	3-7475
JERSEY CITY, N. J.	U-Drive-It Co., Inc.	JOurnal Square 2-1776
KANSAS CITY, Mo.	Saunders System K. C. Co.	HArrison 6633
KINGSTON, Jamaica	Martin's Tours	5588
KNOXVILLE, Tenn.	Dixie Drive It Yourself	3-3155
LINCOLN, Nebr.	Annex Drive-It-Yourself	2-8579
LIVERPOOL, England	Steiner's Hire Car Service	Sefton Pk 4000
LONDON, England	Steiner's Hire Car Service	Gladstone 2724
LONG BEACH, Calif.	Saunders Drive It Yourself	[illegible]
LOS ANGELES, Calif.	Saunders Drive It Yourself	Madison 6-0559
LOUISVILLE, Ky.	Dixie Drive It Yourself	WAlnut 6838
LUBBOCK, Texas	Lubbock Car Rental Co.	3-2622
LYNN, Mass.	Dyer Auto Rental	LYnn 3-6650
MADEIRA BEACH, Fla.	Sun Cab Co.	9-5511
MANCHESTER, N. H.	Radio Cabs, Inc.	2-3451
MEMPHIS, Tenn.	Dixie Drive It Yourself	5-3115
MIAMI, Fla.	Ryder Car Rental System	9-6411
MIAMI BEACH, Fla.	Couture Car Rentals	58-5555
MIAMI BEACH, Fla.	Ryder Car Rental	58-5485
MIAMI INTL. AIRPORT	Couture Car Rentals	88-2500
MIDLAND, Texas	Bean & Hughes Car Rental	2-8185
MILWAUKEE, Wis.	Boynton Car Rental, Inc.	FRanklin 2-0100
MINNEAPOLIS-ST. PAUL	Minneapolis Drive Yourself	ATlantic 7177
MOBILE, Ala.	Dixie Drive It Yourself	2-1801
MOLINE, Ill.	General U-Drive-It	8-5814
MONTGOMERY, Ala.	Dixie Drive It Yourself	7231
MORGANTOWN, W. Va.	Sayre's U-Drive-It, Inc.	3939
NANAIMO, B. C.	Island U-Drive, Ltd.	88
NASHVILLE, Tenn.	Dixie Drive It Yourself	6-1112
NEW ORLEANS, La.	Dixie Drive It Yourself	RAymond 0416
NEW YORK CITY	Rent Auto Rent, Inc.	MUrray hill 2-0489
NEWARK, N. J.	U-Drive-It Co. of N. J.	MArket 2-1414
NORFOLK, Va.	U-Drive-It Co., Inc.	2-2545
OAKLAND, Calif.	Barrett U-Drive	GLencourt 2-2190
ODESSA, Texas	Permian Basin Driv-Ur-Self, Inc.	6-9461
OMAHA, Nebr.	Meek's Rent-A-Car	Atlantic 7088
ORLANDO, Fla.	Ryder Car Rental System	3-1839
PARIS, France	Sadem (Lata Service)	Cop 2.926
PASADENA, Calif.	Saunders Drive It Yourself	SYcamore 6-3535
PEORIA, Ill.	Finley Rent-A-Car Co.	[illegible]
PERTH AMBOY, N. J.	Crown Corp.	[illegible]
PHILADELPHIA, Pa.	U-Drive-It Co. of Penna.	Rittenhouse 6-2425
PHOENIX, Ariz.	Motor Lease System, Inc.	ALpine 4-9603
PITTSBURGH, Pa.	Penn You Drive	COurt 1-4545
PLAINFIELD, N. J.	Crown Corp.	5-9632
PORTLAND, Ore.	Covey's U-Drive Service	BRoadway 4222
PROVIDENCE, R. I.	Automobile Rental Co.	GAspee [illegible]
RICHMOND, Va.	U-Drive-It Co., Inc.	2-7641
ROCKFORD, Ill.	Finley Rent-A-Car System	4-8870
ROME, Italy	Sadem (Lata Service)	[illegible]
ROTTERDAM, Holland	Steiner's Auto Rentals	
ST. LOUIS, Mo.	Columbia Driv-Ur-Self	CHestnut 8761
ST. PETERSBURG, Fla.	Sun Cab Co.	7-8191
SALISBURY, Md.	National Car Rental System	9840
SALT LAKE CITY, Utah	Drive It Yourself Co.	3-5656
SAN ANGELO, Texas	National Car Rental System	2-2844
SAN ANTONIO, Texas	Mission Driverless Car Co.	FAnnin 9393
SAN DIEGO, Calif.	Saunders Drive It Yourself	[illegible]
SAN FRANCISCO, Calif.	Barrett U-Drive	Graystone 4-5300
SAN JOSE, Calif.	Barrett U-Drive	CYpress 4-2044
SAN PEDRO, Calif.	Saunders Drive It Yourself	TErminal 3-0506
SANTA MONICA, Calif.	Saunders Drive It Yourself	EXbrook 4-4159
SARASOTA, Fla.	Sarasota U-Drive	2-7151
SEATTLE, Wash.	Northwest Rent A Car	RA 9982
SHREVEPORT, La.	Gordon's Auto-for-Rent, Inc.	5-7481
SILVER SPRING, Md.	National Car Rental System	SHepherd 4403
SPOKANE, Wash.	Northwest Rent A Car	Riverside 5279
SPRINGFIELD, Mass.	National Car Renting Service	7-7931
SPRINGFIELD, Mo.	Dugan Drive Yourself, Inc.	4-7328
TACOMA, Wash.	Hugh Corbett's U-Drive	BRoadway 1768
TAMPA, Fla.	Ryder Car Rental System	[illegible]
TOPEKA, Kan.	Standard Rent A Car	3-1065
TORONTO, Ontario	Five Wheels, Ltd.	LAkeside 1155
TRAVERSE CITY, Mich.	Watson & Stowe, Inc.	73
TULSA, Okla.	Atlas Auto Rental Co., Inc.	2-0135
TUSCALOOSA, Ala.	U-Drive-It Co., Inc.	[illegible]
VANCOUVER, B. C.	Globe U-Drive, Ltd.	PAcific 4922
VAN NUYS, Calif.	Saunders Drive It Yourself	STate 5-7196
VICTORIA, B. C.	Island U-Drive, Ltd.	B-1144
WACO, Texas	Central Drive-Ur-Self	3-4131
WASHINGTON, D. C.	National Car Rental System	STerling 3-6171
WEST PALM BEACH, Fla.	Jack & Earl Blair	5242
WICHITA, Kan.	U-Drive-It System Corp.	3-4254
WILMINGTON, N. C.	U-Drive-It Co.	4144
WINSTON-SALEM, N. C.	Carolina Car-Truck Rental	4-7482
YORK, Pa.	National Car Rental System	8-1623

Analyzed by
Philip Salisbury, Editor,
Sales Management
Period ending Jan. 15



High Employment at High Wages—

Continued Good Business in 1954



WHAT FAMILIES DID NOT BUY IN '53

Year-end roundups show that in many—perhaps most—industries, 1953 was a top year in unit sales.

But what, for example, do 7 million TV units sold in 1953 foretell for 1954? The past was nice—but we've had it—we have to live in the present and future.

The record of last year's purchases of discretionary or postponable goods seems to us most valuable in a negative sort of way: It gives us an index of how many did *not* buy, and that in turn indicates how many *might* buy—if their wants and their purchasing power can be teamed up with our goods or services.

So, instead of putting the emphasis on the things that were sold last year, let's shift it to the families who did *not* buy (new) any of these items:

98% did not move into new homes or apartments
98% did not buy a food freezer
97% did not buy a room air conditioner
97% did not buy an electric range
94% did not buy a vacuum cleaner
92% did not buy a refrigerator
92% did not buy an electric shaver
92% did not paint their houses
91% did not buy a washing machine
89% did not ride in Pullmans or airplanes
87% did not buy an automobile
85% did not buy a TV set
76% did not take a real vacation trip
71% did not buy a radio set

Do you think that all these families are *satisfied* with no models or old models? In 1949, the most recent year with any breath of recession in it, sales of postponable items held up very well because many families were willing to *dissave*—a technological term meaning to go in hock or draw on savings.

Go back a little further, to normal pre-war years. Then families spent close to 95% of disposable personal income for goods and services in the more prosperous years, and an even higher percentage in less prosperous years. In each of the last three years such expenditures have been at the rate of 92-93%; an increase in spending to the prewar level would boost sales by more than $5 billion.

THE MARKET IS ENORMOUS

The above list of things people did not buy last year is concentrated heavily on appliances, housing and cars only because year-end estimates of these goods are quickly available. The same principle applies, of course, to pur-

chases of all types of postponable items. With many consumption products, particularly apparel, the average annual sale possibly was 3 units per family whereas 5 would have given greater pleasure and health. In other words, in every industry where 1953 sales were seemingly good, there was actually far more *under*-buying than over-buying.

High though our average living standard is as compared with other nations, it isn't as high as all of us want it to be, isn't as high as it will be. All will agree with that. The only question is whether or not there will be a dip in the living standards during 1954.

The General Electric Co. isn't going to accept as any foreordained conclusion that the appliance business will dip. President Cordiner late in December expressed confidence in the *industry's* outlook for 1954, and was particularly optimistic about G.E.'s potential.

(1) General Electric is aiming at a 5% boost in its share of the 1954 market.

(2) To attain that objective it will *increase* its advertising and promotion budgets by 15-20%, hitting an all-time high of $45-50 million.

TO THE ROAD! COMPETITION IS HERE!

There will be many examples in 1954 of the old truism, "You can't make money without spending money."

And plenty of battles between financial executives and sales-minded officers on company policy. You see one going on in many of the airline offices right now. Finance wants to go cautiously in adding coach planes because it takes 30% more passengers per plane to make up for the ticket differential; Sales foresees a lot of new paying customers by improving coach tourist flights. Incidentally, close to one third of all domestic passenger service in 1953 was in the lower-priced tourist class.

The field of marketing will be more interesting this year because competition will not be what Phil Kelly refers to (SM 12/15 page 24) as the "valentine school of selling with the lace handkerchief touch which says it is naughty to say anything unkind about your competitor."

Currently a fine donnybrook started among the TV set makers when the FCC gave the green light to compatible color TV.

R.C.A., having led the fight for compatible color against the non-compatible C.B.S. color, wasn't backward in proclaiming a victory for R.C.A. color, and their initial newspaper ads were headlined, "R.C.A. Wins Fight for Compatible Color Television . . . FCC Decision Benefits Public and Television Industry."

That started it. Philco jumped into print with a full page ad asserting that the system is not the work of any one company, and listing 42 organizations as being "some" of those "whose combined knowledge and strength are responsible for the system that won FCC approval."

Commander McDonald of Zenith, never one to shrink from a good fight, charged R.C.A. specifically as trying, *unfairly*, to hog all the credit, and Ross Saragusa, Admiral's President, wasn't far behind in saying, "R.C.A.'s claim of having developed color television is absolutely without foundation."

We predict similar interesting battles, with resounding charges and countercharges, in nearly every industry, with the magazine industry with which SM is associated, very definitely not an exception to the rule.

INCENTIVES FOR GREATER EFFORT

SM editors don't recall any other period when so many subscribers were asking for advice on various kinds of incentive payments and contests—for salesmen, dealers, the public.

Many make the point that now is the first time in a decade or more that anything out of the ordinary was required to move their products. A leading firm in the sales incentive field, Cappel, MacDonald and Company, Dayton, Ohio, reports extra-strong interest in the hard goods fields. The company grossed $6,300,000 in merchandise and travel awards in the final quarter of 1953.

In the appliance business, there has been keen competition ever since the pent-up demand was filled. Admiral, for example, isn't a new hand in making widespread use of sales incentives. Last year 900 Admiral dealers were recipients of a week's trip, all expenses paid, from their homes to the Virgin Islands. Forty other dealers won a week's trip by air to the Coronation in England, plus a side trip to Paris. Nor did Admiral forget the consumers last year. Purchasers of certain refrigerators were given $30.00 cutlery sets, while other refrigerator buyers were presented with electric blankets fair-traded at $40.00 and food blenders listing for $42.50.

This year Admiral's sales incentive plan will cost roughly $1 million—for hundreds of $2,700 Packard Clippers and $1,500 mink stoles. Dealers who purchase two mixed carloads of refrigerators, freezers, ranges and air conditioners during the first quarter of the year will be given Packards, while those ordering a single mixed carload will be given a mink stole insured for $1,500.

Some will argue that this isn't a *sales* incentive plan, that it is a *buying* incentive plan under which the dealer gets the equivalent of a discount for jumping his inventory during the first quarter. But whatever you may call it, the plan illustrates the kind of hot competition you're going to find in one industry after another.

LIST PRICES TOO HIGH?

Once more we ask, aren't list prices too high on most equipment and appliance items? When an item doesn't move at the list price and is generally sold at a discount, the list price becomes meaningless except as ammunition for the cut-rate stores and discount houses. Recently a New York dealer quoted us "the wholesale price—65% off 'list' " on a lighting fixture. We didn't believe it until he showed the manufacturer's suggested list price—and the dealer *was* offering 65% off. Such a pricing policy makes the public suspicious.

PHILIP SALISBURY
Editor

1,310,000
IOWA PEOPLE

read . . . THE DES MOINES SUNDAY REGISTER

(More than 500,000 copies)

and you can reach *any* and *all* age groups . . . Teens to Twenties, Young Marrieds, Family People, Community Leaders!

AGE
- **15 to 24 — 75% are readers**
- **25 to 34 — 73% are readers**
- **34 to 44 — 71% are readers**
- **45 to 54 — 57% are readers**

. . . as reported by the Advertising Research Foundation in its *first statewide audience study* of 14 Sunday newspapers circulating in Iowa.

For complete facts on where these people live, what they earn, what they own, see "A Study of the Des Moines Sunday Register Audience in Iowa." For details on how to get your copy, write Advertising Research Foundation, Inc., 11 West 42nd St., New York 36, New York.

THE DES MOINES SUNDAY REGISTER

. . . an "A" Schedule Newspaper in an "A-1" Market

Gardner Cowles, President

Muddled . . .
Misused . . .
Misunderstood . . .
That's Sales Promotion!

Are you paying dearly for the lack of co-ordination between sales effort, advertising, merchandising and promotion? If so, take a look at this composite picture of the promotion function in 44 representative companies.

BY WILLIAM R. KELLY
Sales Promotion Manager, Sinclair Refining Co.

At the request of SALES MANAGEMENT, I recently asked forty-four sales promotion managers, scattered throughout industry, to join me in taking a thoughtful and analytical look at our jobs. If, at times, some of us have felt like stepchildren in the corporate management family, perhaps we are at fault. Perhaps we have neglected a major responsibility in a complex business world — the achievement of understanding.

This pooling of fact, experience and opinion boils down to two dominant conclusions:

Sales promotion is a "fog area." There is urgent need for clarification of management and industry thinking about the function of sales promotion.

There is immediate need for a workable definition of "sales promotion," if only one that is pertinent and usable within the individual company, and a concurrent need for black-and-white job descriptions for sales promotion managers. Workable policies and productive functioning can exist only upon such a foundation of cooperation.

Thoughtful executives realize that excessive sales costs can result from lack of understanding and co-ordination between the sales force, manufacturing, purchasing, advertising and the activities generally lumped under the terms "promotion" and "merchandising." The survey reported here is likely to raise these questions: Couldn't we make faster progress in achieving this better co-ordination if (1) we brought more order into our concept of sales promotion and (2) if a better understanding were achieved in top management about the budget, the manpower and the over-all program support that is needed to insure efficient and economical operation of the sales promotion department?

You may wish to draw your own conclusions as you study this composite story told by the 44 sales promotion managers who joined in the survey. Their diverse opinions help us, later in this report, to lay the groundwork for a constructive unscrambling of the sales promotional dish. Meanwhile, here is the ground broken by the survey:

Definitions Trap Us

"Give us," we requested, "your own best working definition of sales promotion."

Replies were varied. Samples:

"Co-ordination of all sales efforts with product development, advertising, public relations, sales training, sales literature, etc., into a well-balanced, unbroken series of sales promotional projects to back up sales engineers at the point-of-purchase to reduce sales resistance."

"A process which, in every way possible, aids the salesman to sell."

"In our company it includes all activities involving our employes and dealers. (Advertising comprises all activities pertaining to the customer.)"

"That part of a company's selling relations with the customer which do not involve personal contact in the customer's place of business."

"Sales Promotion represents those activities of the company that promote sales through dealer advertising, display and training of retail salesmen."

"Any activity (aside from those of advertising and publicity) that directly or indirectly promotes sales."

"Pre-selling or sales planning would be a better term. The word promotion is a handicap."

"Manager, loose ends department, sounds right to me."

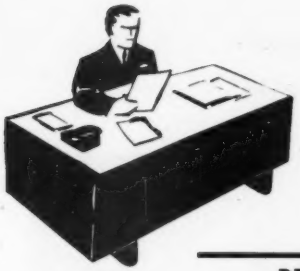
Thus we encounter, at the outset, a fundamental obstruction, one that is inhibiting our productive thinking about a wide range of sales management and salesmanship problems — the clash between words and meanings. In our confident use of the term "sales promotion," no two of us are talking about the same thing.

Perhaps we can work out an adequate definition for "sales promotion" which will clarify this function in the minds of the sellers and the countless agencies that serve them. Meanwhile, the divergent views expressed by our panel suggest that each individual company might do well to settle on a working definition of the term sales promotion—as a stable foundation for management policy, communication and all other intercourse.

Hazy definition leads straight to one of the headaches revealed by the survey. Because sales promotion is an "umbrella" term, the sales promotion departments in many companies tend to become a catch-all for miscellaneous assignments which have no obvious pigeon-hole anywhere else in the organizational setup.

In the study of the gripes, later, you can see that this continual bombardment with extraneous, homeless odd jobs has become a severe handicap to the sales promotion manager in carrying on the vital functions of his department. It keeps interfering with his primary jobs. Productive, efficient sales promotion requires careful, pre-planning, rigid scheduling and the most economical utilization of highly specialized talent. Unless

(continued on page 118)



FUNCTIONS OF THE SALES PROMOTION DEPARTMENT IN 44 COMPANIES

		Primary	Part	Percent Primary and Part Responsibility
DESIGN AND PRODUCTION OF ADVERTISING AND SALES PORTFOLIOS AND OTHER TOOLS		39	4	98%
POINT OF PURCHASE MATERIALS (Counter and window display, dealer identification, etc.)		32	3	80%
DIRECT MAIL TO	Consumers	22	6	64%
	Dealers	30	3	75%
	Jobbers and distributors	33	1	77%
DESIGN AND EXECUTION OF PREMIUM PLANS		20	2	50%
TRADE SHOWS AND EXHIBITS	Buying space	33	5	86%
	Designing exhibit	33	5	86%
	Work in exhibit routines	32	6	86%
	Follow-thru on exhibit inquiries	27	8	80%
DEMONSTRATIONS		28	7	80%
SAMPLING		16	2	41%
SALES MEETINGS	Planning	22	19	93%
	Programming	23	17	91%
	Development of visual materials	36	6	95%
	Supervision of program in field	17	15	73%
SALES TRAINING	Company's own men	18	20	86%
	Jobber or distributor level	16	13	70%
	Retail	15	11	59%
SALES CONTESTS	Planning and execution	22	11	75%
	Supervision in field	14	14	64%
	Contest materials	25	5	68%
DEALER CONTESTS		18	6	55%
CONSUMER CONTESTS		19	2	48%
SALES BULLETINS		26	14	91%
SALES FILMS		27	5	73%
PRODUCTION AND EDITING ONE OR MORE HOUSE ORGANS		25	4	66%
IMPROVEMENT IN COMMUNICATION, CORRESPONDENCE AND VISUAL PRESENTATIONS FOR ALL COMPANY DEPARTMENTS		25	16	93%

There were also scattered mentions (the figure in parenthesis indicates the number) for these additional functions: Market Research and Analysis (6); Public Relations and Publicity (4); Setting Up Quotas and Tabulating Sales Results (3); Cooperative Advertising for Jobbers and Dealers (3); Systems for Salesman's Calls (3); Directing Advertising (3); Sales Statistics (2); Design and Development of Products and Packages (2); Preparation of Catalogs and Price Sheets (2); Opening and Equipping New Offices (2); Search for New Products (1); Preparation of Annual Report (1); Employee Relations (1); Work on New Accounts with Salesmen (1); Consumer Education Meetings (1); Home Economics (1).

THEY'RE IN THE NEWS BY HARRY WOODWARD



At NBC: A New Executive Team Meshes the Gears

The team's a duet . . . A Phi Beta Kappa who talks in non-stop sentences and a Naval Public Service Award winner who dislikes fanfare. The Phi Beta: Sylvester Weaver, Jr., (right) the network's new president. The PSA-winner: Robert Sarnoff son of Brig. Gen. David Sarnoff and new executive v-p. These two very-different guys have made a smoothly-operating team for a couple of years. "Pat" Weaver has been head of TV operations; Bob Sarnoff has been his executive officer and v-p in charge of the Film Division. Pat joined NBC in '49 as head of TV operations after 23 years in the broadcasting and advertising business: At 29 he was advertising manager for American Tobacco, became a v-p of powerful Young & Rubicam agency at 40. His conversation is riddled with $25 words and terms; he's known as a guy whose biggest ideas pay. (Example: He thought up "Your Show of Shows.") Sarnoff graduated from Harvard, had a year at Columbia Law School, three years as a Naval officer. Afterward he joined *Look* Magazine. In '48 he moved to NBC, launched the famous documentary, "Victory at Sea."

Minneapolis-Honeywell's Midshipman Prexy



Boyhood worship for a military hero, two international incidents and a faculty for making quick decisions launched Paul B. Wishart (right) on a career that brought him to the presidency of Minneapolis-Honeywell Regulator Co. The man who heads what is probably the world's largest manufacturer of automatic controls is a 55-year-old Naval Academy grad who directed the company's postwar expansion into more than 9,000 kinds of automatic controls—for such everyday things as gas heaters, such out-of-the-world objects as guided objects. . . . As a kid he had a great crush on Col. Goethals. That led him to the military career, but after Annapolis and a World War I career. Later he operated his own automobile retail and wholesale business. But when the next war came he tried to get back into the service. Secretary Knox, a friend, told him to help the war effort through production. With Wishart: Glenn Seidel, v-p.



Now: A GSM for Pacific Power . . .

General sales managers are turning up everywhere: The latest field into which they've infiltrated is power and light. For even utilities have found that a smart sales manager can make people cook more, light more, use more appliances. Roy Vernstrom, who joined Pacific Power and Light Co., Portland, Ore., in '47 as advertising manager has just been named gsm. He quickly moved up from advertising manager to executive assistant to the president. Now he'll place even greater emphasis on the company's sales and contact work. Elected Portland's Junior First Citizen in '51. Vernstrom is active in all community projects. His background, before Pacific Power and Light, contained agency, newspaper, radio and wire service experience.



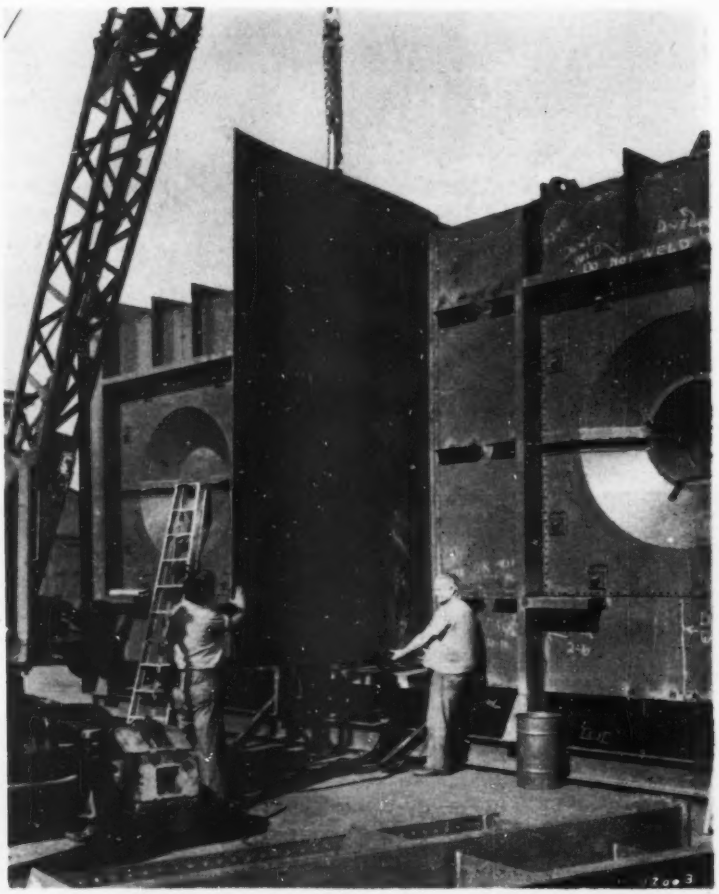
Firth Sterling Has New Sales V-P

Thomas G. Barnes is a Virginia product, who's the new v-p — sales, Firth Sterling Inc. After he graduated from Virginia Polytechnic Institute young Barnes traveled to Aliquippa, Pa., landed a job with Jones & Laugnlin Steel Corp. He worked his way through the Metals Department, finished a training course with flying colors and was a practice engineer. But three years later war clouds were gathering and the Army got him. He was one of those GI's who was allowed to do what he was trained for. By the time he got out in '46 he was a Lt. Col. in the Corps of Engineers. For the next three years he worked for Reynolds Metals Co. as production supervisor. Then Reynolds sent its Southerner to Alabama as manager of the Foil Division. Nearly three years ago he switched to Firth; early last year he became gsm.

How to Use Photographs As • • •

Westinghouse discovers that cameras, manned by sales engineers, can improve service, and develop big orders.

BY W. A. FOSTER
Sturtevant Division,
Westinghouse Electric Corp.
Boston, Mass.



AS GUIDE FOR INSTALLATION: Complete set of pictures was taken as giant mechanical draft fan was test-assembled. Photos were then used to guide erection work at customer location. Forty dollars' worth of pictures netted hundreds of dollars in saved erection time on second assembly. This is one of dozens of jobs lens does for Westinghouse.

One Westinghouse-Sturtevant sales engineer uses his camera effectively. He's planning an exhaust system for an existing building. Customer blueprints of the plant layout are fine—as far as they go. The difficulty is that the blueprints haven't been up-dated since the building's original construction, although walls have been moved and machinery relocated.

What does the salesman do? He uses his camera to take a supplemental set of overlapping snapshots to augment the blueprints and to bring the scene to mind when he gets back to the office, perhaps days later.

Another sales engineer uses a Land Camera for this type of survey work. He starts at one end of the plant floor and snaps pictures at the four compass points, then moves 30 feet and repeats his action. Before he's through he has the entire floor area in developed prints—saves himself the embarrassment of calling back later about details he might have missed.

A photograph can often prove the answer for quickly orienting an "outsider" to a new set of blueprints. Westinghouse-Sturtevant recently delivered a giant mechanical draft fan to a public utility in New York state. The fan, which weighed over 70 tons, was first assembled in the company yard at Hyde Park, Mass., to make certain its many sections were a perfect fit. It was then disassembled and shipped to its destination for installation by the customer's erection crew.

An alert production superintendent had the various stages of erection photographed while the fan was being test-fitted. The photographs were then used at the customer's location to guide his men in the second erection procedure. "Forty dollars' worth of photographs netted our customer hundreds of dollars' worth of gained time" reported the superintendent.

Some salesmen snap photographic records of large installed jobs for file

• • • Heavy-Duty Sales Tools



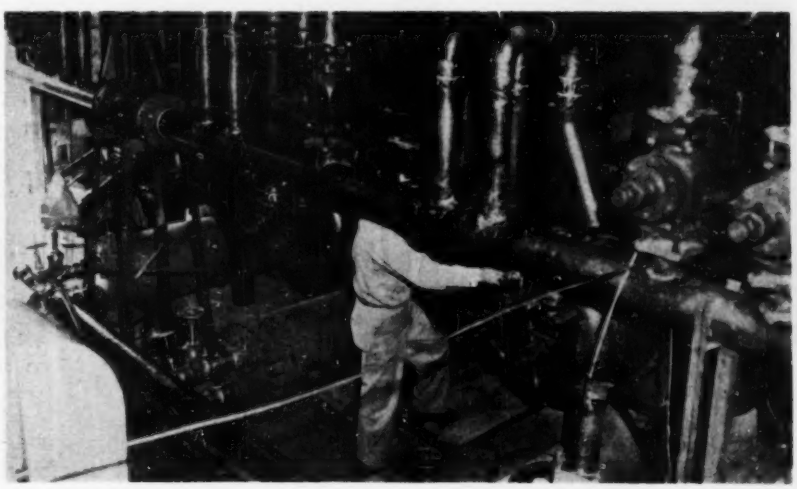
AS MEAT FOR COMPANY PUBLICATIONS: This photograph snapped inside the duct work of a fan test installation, was taken by a Westinghouse employe and ended up as a cover photograph for the company house organ, "Sales Record." Such photographs are often the basis for advertising art and promotional ideas, and have sales tool possibilities.

purposes. Years later a picture in the file will bring to mind details that volumes of correspondence will fail to raise.

Perhaps the most productive use of salesman-cameras at Westinghouse-Sturtevant is for advertising "bird-dogging." The Division's industrial-advertising program is based on actual case histories of customers who had problems which were solved with Sturtevant air conditioning or air-handling equipment. If a salesman sees something in his travels which he thinks might make a good subject for an advertisement he often snaps it and sends it to the advertising department. The quality of his photograph is unimportant; if the lead looks promising a professional photographer is sent to take a professional shot. Many case history advertisements have developed from salesmen's tips.

Field photographs taken by salesmen also provide material for the Westinghouse publication "Sales Record." Here the photographs get corporation-wide readership, acquaint other Westinghouse sales personnel with applications of Sturtevant equipment which are proving successful. On one occasion a picture story about a clothing manufacturer's air-conditioned storage area sparked a fellow salesman into selling a similar system in his area. (continued next page)

AS DISTRIBUTOR TOOLS: "There's a leak in the pipe joint by the man's head," customer reports over telephone. Quick trouble-shooting is often possible when both customer and installing distributor have duplicate sets of system photos like this one. As good-will gesture, many Westinghouse distributors give customers photos when their equipment is installed.



Photography works two ways at Westinghouse. The salesmen feed photographs to headquarters and headquarters feeds photographs back to them. The sales force receives photographs in technical data, in promotional literature, in product manager letters, in reports, in publicity releases, and in slides for sales training meetings. Photographs are used mostly in product literature. There are few firms today that don't depend on photographs to enliven literature.

Air conditioning distributors today constantly hire new men to help them meet the demands of the expanding market. "The first assignment I give a new salesman," reports one distributor, "is to study our photographs of installed jobs. He can pick up more pointers on system design from them than from a dozen textbooks."

One facet of the Westinghouse 1953 Air Conditioning Promotion Program offered distributors an excellent opportunity to put pictures to work for them. It was called the "Localized Folder Program." It worked in this way: If a distributor sent in seven glossy prints of his best installations, with explanatory captions, Westinghouse would imprint them on the inside spread of a four-color, promotional folder. Cost of the printing was assumed by the distributor; four-color cover printing and paper stock charges were absorbed by Westinghouse. Distributor cost ranged from 10 cents to three cents a folder.

Distributor organizations that participated in the program reported success. The sight of local names and places pictured in a professional-looking folder, with the distributor's imprint, helped to convince many potential customers that this distributor was a professional who knew his business. One Localized Folder participant said that direct sales paid for his participation in the program within 24 hours after it was received.

The Localized Folder Program gave the Advertising Department a free selection of installation photographs for advertising and literature that would have cost thousands of dollars to obtain from outside sources.

Service Aids, Too

Photographs aren't a secret weapon of the sales department alone at Westinghouse; service people use them to full advantage, too.

Photographs attached to correspondence make the service manager's work easier. For example, a shipment of crated Unitaire Conditioners was mishandled by a carrier recently with subsequent damage to both panels and interiors. The service engineer in the district took snapshots of the crated units before they were moved from the freight car. The pictures were all that was necessary to substantiate a claim.

Occasionally, complaints are received about Sturtevant equipment. If the complaint can be traced to faulty workmanship, and if it is not economical to return the defective part for inspection, a photograph can often prove the point. These photographs can then be used for shop education so that the defect in manufacturing will not recur. In many cases the return freight charges avoided by using photographs are considerable.

Photographs accompanying service reports on failures of this type also reduce engineer and stenographic time in making reports. A few snapshots can briefly tell the story given in pages of typewritten material.

A dramatic illustration of the long-distance value of photographs was the installing contractor who recently sent in a set of installation shots covering his "trouble job." A headquarters expert going over the pictorial report spotted, in a matter of minutes, the error in system design that was giving all the trouble.

In much of the work described here an inexpensive, reflex, box camera with a flash attachment was used. It costs as little as $12.

Complicated photographic equipment is not needed for two reasons: First, some of these cameras use a many-exposure film which will slow down the speed of getting the snapshots to the place where they will do the most good. Secondly, the salesman using "professional equipment" may get the idea that his pictures are of commercial quality and insist that his prints be published. This can develop into an awkward situation. For publication purposes, it is best to have a good commercial photographer take



FOR LOCALIZED FOLDERS: When distributor send in several glossy prints of their best installations, complete with explanatory captions, Westinghouse turns the material over to the promotion department. Result: Local names and places printed in a professional folder, with distributor's imprint. Folder becomes sales aid.



TO SUBSTANTIATE DAMAGE CLAIMS: Here, sales engineer's snapshot proved that a carrier caused damage to carload shipment of conditioners. With this evidence, the settlement was quick.

the final pictures after the salesman's "bird-dogging" snapshots have pointed the way.

An increasing number of "paper photographs" is being used to accompany advance information and other reports to salesmen. These mailings generally run into the hundreds and call for several 8" x 10" illustrations each. To reduce expenditures the pictures are reproduced on plates for our duplicating machine. Quality reproductions on paper can then be run off in any quantity desired. Unit cost is less than a cent apiece as opposed to the usual 50c for a glossy print. Field salesmen often staple these prints to quotations.

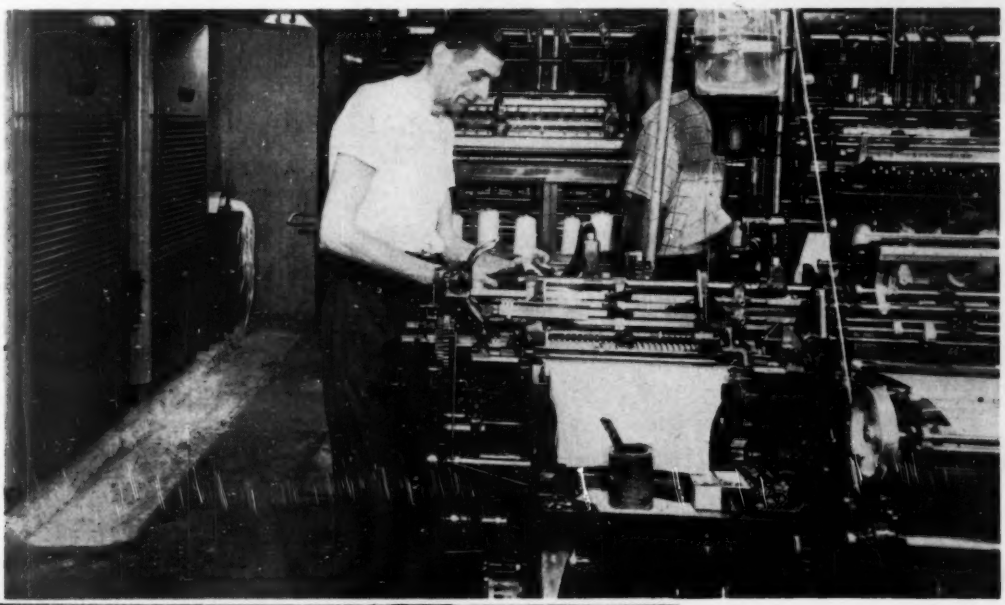
In the first nine months of 1953, more than 700 pictures have been taken for Westinghouse-Sturtevant. To date, 228 have been used in advertisements, promotional bulletins, publicity releases, or technical data. Based on the traditional "thousand word evaluation of a good picture," 228,000 words were spared the typesetter.

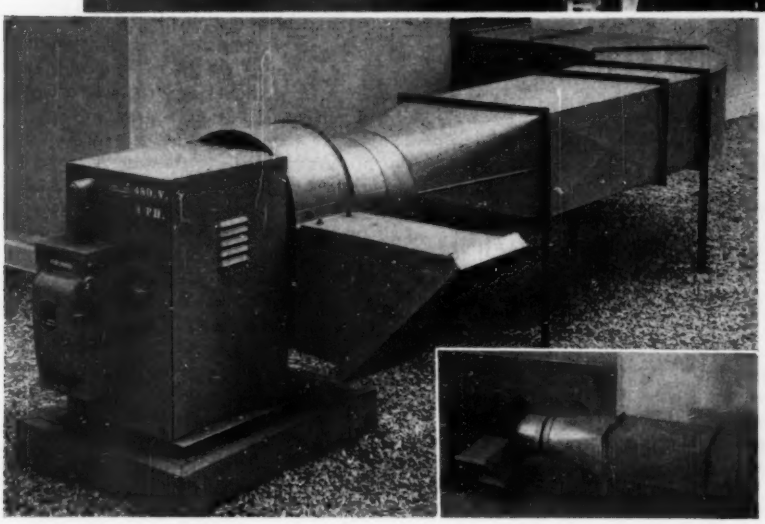
Westinghouse-franchised air conditioning distributors have also latched onto this business of making photographs pay. These distributors, located in major cities throughout the U.S., have a selling job. For many of them, photographs are a vital part of that selling program.

The smart distributor keeps a complete photographic file on every major air conditioning installation that he makes. The cost of taking these photographs is figured into his overhead.

His first use of the photographs is for presentation to his customer when the job is completed and running satisfactorily. Such an unexpected presentation creates good will far out of proportion to the cost.

Getting a set of prints into the customer's hands has another advantage. At times trouble develops in the system and the customer calls to report what's gone wrong. With each party on the telephone looking at identical sets of system photographs the trouble can often be pinpointed although the customer doesn't know an armature from an armband. Many times such a photo-guided service report will eliminate the need for a survey trip by the distributor, and thus will save the distributor and his customer time and money. **The End**





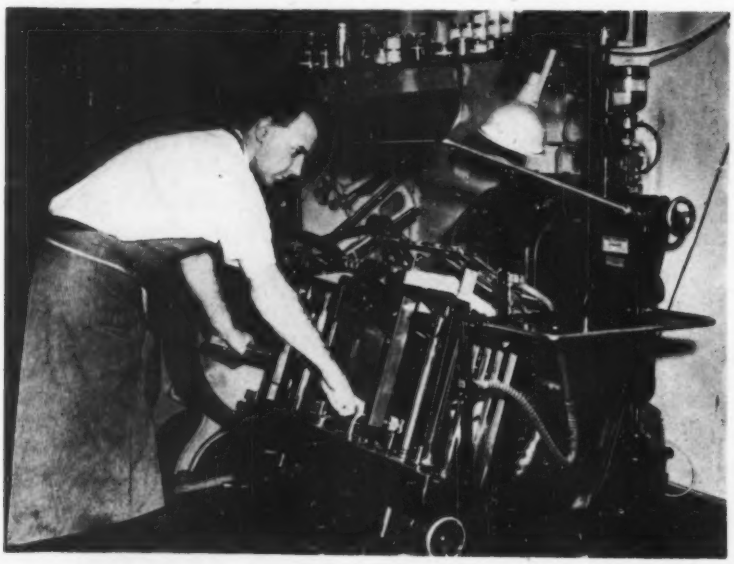
FOR TROUBLE DIAGNOSIS: Long-distance trouble diagnosis was made possible with photograph above. Headquarters engineers quickly noticed that two air conditioners were creating resistance for each other because they discharged into a common area.

AS LEADS FOR PROFESSIONAL SHOTS: Salesman's snapshot (insert) made it possible for headquarters to instruct commercial photographer 3,000 miles away on best views to take of roof-mounted Sturtevant Ventilating Set. Inexpensive snapshots save an expensive photographer's time by leading him right to the shot the customer wants to get.



First postwar (1948) trucks . . .

. . . upped sales 50% in three years



Now Heidelberg Has 22 Demonstrators on the Road

Reason: With a truck, an expert salesman closes one out of two prospects; an average man, one out of four; a less experienced salesman, one out of seven. Can you match this?

This week printers in the Williamsport, Pa., area have found this Fageol Van parked outside their shops with a salesman ready to demonstrate the Original Heidelberg printing press. The van's twin likewise has been driven up to prospects' doors in the Portland, Me., area.

These trucks, delivered last November, bring to 22 the complement of demonstration trucks which have introduced a vigorous new concept of sales and service in the printing industry.

It is estimated that within the coming year Heidelberg demonstrations will have been seen by every job printer in the U.S. Of these approximately 40,000 printers, thousands will have witnessed Heidelberg demonstrations from trucks at such mass gatherings as printing expositions and conventions.

The most significant statistics, however, come from press demonstrations to individual printers at their plants: An expert salesman closes one out of two demonstrations on a truck; the average salesman closes one out of four; and the less experienced salesman closes one out of seven. Most of those sales not closed on the spot are eventually made up as the result of call-backs by printers.

The company's record indicates that for each of its presses now sold in the U.S. by showroom demonstrations, 100 are sold by this up-to-date method in the field.

Original Heidelberg automatic platen presses, which are distributed in 52 countries, are at present manufactured by Schnellpressenfabrik Ag, Heidelberg, Heidelberg, U.S. Zone, Germany. Although the history of Original Heidelberg goes back 103 years, as recently as 1938 the name was virtually unknown in the U.S.

American distribution was then handled by two separate firms: Heidelberg Eastern Inc. and Heidelberg Western Sales Co. (A third organization, Heidelberg Southern Sales Co., was formed in 1950.) In 1938 George E. Storfer, co-owner of Heidelberg Western Sales in San Francisco, was persuaded by Hubert H. A. Sternberg, chairman of the board of the Heidelberg factory in western Germany (a title he still holds), to purchase a Ford demonstration car, similar to cars which had been used on the Continent for years.

Sternberg reasoned that printers, because of the nature of their industry, seldom would or could take time from their shops to view a comparatively unknown product. Long before that press salesmen had found it impractical to transport several thousand pounds of cast iron, steel, and bronze to a customer's establishment simply to show him how the model worked.

Although the Ford's $4,000 purchase price seemed a small fortune in those pre-inflation days, the first demonstration truck soon proved to be a wise investment and, with a "pressroom-on-wheels," the Heidelberg press made rapid gains in sales and reputation.

Following the hiatus in American distribution caused by World War II, the American distributors reor-

THE SCHUYLER HOPPER *Co.*

MARKET RESEARCH · SALES PROMOTION · ADVERTISING

TWELVE EAST FORTY-FIRST STREET · NEW YORK 17, N. Y. · LEXINGTON 2-3135

An EAR-TO-THE-GROUND comes first

in "Ditch-Digging" Advertising

that sells by helping people buy



How long since you've made a genuine effort to dig for the real reasons behind the polite reasons prospects give for not buying?

How long since you've made sure your advertising was functioning as a low-cost conveyor of the information prospects must have in order to understand how, and why your product fits their needs?

The "ditch-digging" advertiser, like any good conversationalist, first listens to what his prospects have to say; then says what his prospects want to hear in their own selfish interests.

His "EARS" are field calls made for the sole purpose of detecting the things people really think about his product in connection with their own jobs.

His "TONGUE" is the printed word.

The "ditch-digging" advertiser doesn't rush into print. He finds out for sure who the people are that specify, buy, install, use, and maintain what he has to sell. Then he finds out what's on their minds that connects with the use of his product.

Even if he learns nothing new - nothing he didn't know before - such "digging" gives the advertiser two valuable results:

FIRST — A clear, up-to-date appreciation of what comes first in the thinking of customers and prospects. (It's amazing how often what seems important to the advertiser and what is important to the prospect are miles apart.)

SECOND — A reliable working pattern for his "ditch-digging" copy - a pattern of what to say in his booklets, his direct mail, his publication advertising, his catalogs, his manuals, that will help him cut the cost of selling and servicing because it helps prospects to buy, use, and maintain his product.

As "Ditch-Digging" Advertising gives buying information based on what's important to your prospects, it frees your salesmen for more of the work they can do best, such as matching the product's benefits to individual prospects' problems and closing more sales.

Sincerely yours,

The Schuyler Hopper Co.

MARKET RESEARCH · SALES PROMOTION · ADVERTISING

"Experienced in the reduction of guess work in advertising and selling."

Important
HARPER
Books

No Sale, No Job

The Economics of American Prosperity

By ***Alexander R. Heron,*** Vice President, Crown Zellerbach Corp. Every sales manager will welcome this book which is at once a plea and a program for business management —to make the importance of striving for maximum sales *understood* in every department and at every level of business enterprise. Driving home that the ultimate sale is both a measure of any business' success and the basic source of employment, this book is at once a simple and popular "economics for everybody," and a useful tool in particular for programs of employee economic education. **$3.00**

The Psychology of Successful Selling

By ***Richard W. Husband,*** Author of *Applied Psychology.* "For the new or veteran salesman, for the young or mature executive here is a book that brings a truly fresh challenge to attain greater business success from securing new insights in the selling process."—FRANCIS L. MERRITT, Vice President, Central Life Assurance Co. **$3.95**

How To Run Better Sales Contests

1954 Revised Edition

By ***Zenn Kaufman,*** Co-author of *Showmanship in Business,* etc. New edition of a standard book on the subject, including over one hundred pages of new case studies illustrating up-to-date techniques. "Recommended reading for every sales manager."—*Printers' Ink.* **$5.00**

At your bookstore or from

HARPER & BROTHERS
49 E. 33rd St., N. Y. 16

ganized. Wally P. Lauffs, another co-owner of Heidelberg Western Sales, drew on previous experience with demonstration trucks in order to design a more nearly perfect mobile print shop. A 2,600-pound press was mounted behind the driver's seat. The power unit—a four-cylinder motor and generator—was placed in a compact compartment in the rear. The inside of the truck was furnished like a luxurious conference room. Walls were panelled in rich natural grain, and decorated with photographs of presses being constructed in the Western German factory, under American assembly-line methods. The truck was kept comfortable winter and summer with a thermostatically-controlled heating system and air-conditioning unit.

So great was the success of the first postwar custom-built demonstration truck in 1948 that two more trucks were immediately ordered. Between 1948 and 1951 these three trucks were responsible for a 50% increase in sales of Heidelberg Western Sales Co.

More Sales—More Trucks

Growth of the demonstration fleet was fast. As more presses were sold, more trucks were added, and still more printers were convinced. The company's policy of showing a superior product in actual operation enabled printers to see the presses running off their own special jobs under the most adverse conditions which might be devised. The customers could actually see the presses, with such unique Original Heidelberg features as automatic wash-up, its safety device against overload, and others. Here was a sales instrument which continually enabled salesmen to close their orders on the spot.

At the present time Heidelberg Western Sales operates six trucks, and Heidelberg Southern, in Houston and Atlanta, operates three. Heidelberg Eastern, in Long Island City, Columbus, Detroit, and Chicago, with its two brand-new Fageol Vans, now has 13. These custom-interior vehicles, which have overcome every flaw discovered in earlier models, are manufactured by Twin Coach Co., Kent, Ohio, with chassis by International Harvester. They are 20 feet in over-all length and stand 10 feet, four inches high.

Southern Buys For All

Since the time of its separate formation in 1950, Heidelberg Southern Sales has been responsible for obtaining the bulk of new trucks as they have been required by the three companies.

The demonstration trucks built in 1948 have proved to be lasting investments, with benefit of first-class maintenance. The first truck built in 1948 still operates out of San Francisco daily, despite the thousands of miles it has travelled.

Each operator is trained to regard his unit as a proud personal possession. Great care is exercised in the selection of trainees for this job. Close contact is maintained between the three main distributing companies, which always seek new and better demonstration techniques, and to improve the performance of each demonstrator-operator.

The schedule for the demonstration trucks is made up in the main office of each of the three companies, and is based largely on lists of prospects which the sales representatives make up. Demonstration trucks are assigned to salesmen in rotation in order that they may visit their prospects. Demonstrations, however, are principally in the hands of the driver-demonstrators. In large measure the sales success depends on the demonstrator's operation of the press. Some men consistently show twice the

WHAT A BUY you get in Akron, Ohio! One of the few large U.S. markets covered (99½%) by a single newspaper – the powerful AKRON BEACON JOURNAL, evening and Sunday.



$95 a second in TBA sales!

*— and **NPN** sells **TBA** —*

With every tick of the clock, motorists buy approximately $95.00 worth of tires, batteries and accessories from the oil industry. That amounts to $5700 a minute, $8,208,000 a day, three billion dollars worth a year!

As each second ticks, another tire is sold. Every two seconds, it's a new battery. Since you started to read this ad, 200 motorists have bought other accessories, too, at their neighborhood service stations.

Can you hear those cash registers chiming a chorus of sales? Whose tires, whose batteries, whose accessories are being sold—YOURS? Are you getting your share of this oil company TBA* business? Know how to get it? Where to start? Whom to see?

There is a particularly effective method of soliciting this business; an inside track to the oil jobbers and major oil company marketing men who decide what TBA items shall be sold. It's advertising in *National Petroleum News*.

National Petroleum News reaches marketing management men in oil jobber organizations and major oil companies—the men who direct the packaging, storage, transportation and sales of petroleum products, *PLUS* the purchase and resale of tires, batteries and accessories.

If you want TBA business, the first logical step is an advertising campaign in *National Petroleum News*.

**TBA is the oil industry's designation for tires, batteries and accessories.*



NATIONAL PETROLEUM NEWS

A McGraw-Hill Publication

ABP

Publishers of the Annual TBA Directory & Buyer's Guide

AUDITED PAID CIRCULATION ABC

***Publication offices:* 1213 West 3rd Street • Cleveland 13, Ohio**

amount of sales of other demonstrators, no matter which salesman is on the truck.

The remarkable effectiveness of these trucks was illustrated last year by a telephone order to Heidelberg Western from a printer approximately three hundred miles from Los Angeles. As the printer lived in a remote spot and had not even seen the latest model, the Heidelberg representative was moved to inquire whether or not he had seen the press in another print shop. He had not. It developed that the printer had seen a Heidelberg in 1939, when a demonstration truck was present at a California Newspaper Publishers convention in Fresno. He had been so impressed with the demonstration at that time that he stated he would be happy if he received the old model.

Sales have been made from demonstration trucks to shops within several miles of the Heidelberg plants, following unsuccessful attempts to invite printers to showroom demonstrations.

Heidelberg seldom receives cancellations. Since so many of its orders are written while a printer might be overly enthusiastic, it might be suspected that cancellations are high. Actually they run less than one percent of total orders.

Heidelberg has other uses for its demonstration trucks, and frequently offers them in the public service. The trucks have been directed to plants which have burned down, and in one case to an earthquake area, to take care of emergency work.

In the Southern California area, Heidelberg Western sets aside one week each month for demonstrations on campus to high school and college printing students. These demonstrations do not have a primary sales objective, but are intended to serve as "lab periods" during which students can see the operation of the presses and ask any questions they may have about printing. The good will engendered by such projects benefits not only Heidelberg, but the entire printing industry.

Each year during National Printing Week, Heidelberg makes its demonstration trucks available to local printing groups for the purpose of publicizing the printing industry to the general public.

The origination and development of this service program has provided Original Heidelberg with the most effective sales closing techniques in the field. More Original Heidelbergs are now distributed in the U.S. than any other automatic platen press.

On an average among the firm's three American distributing companies, demonstration trucks have been responsible for tripling sales since 1948. Charles Pope, executive v-p of Heidelberg Eastern Sales, estimates that two-thirds of present sales result from these demonstrations.

Heidelberg's three American distributors consider this a major achievement, and they are proud of having designed and executed a sales technique which has so rapidly placed them at the head of their field.

The End

> "The competition for what share you want of the consumer's less inhibited dollar is going to be more intense and it will require superior methods of marketing against the assailments of your rivals, to keep you and your employes satisfied."
>
> **J. Warren Kinsman, v-p.**
> **E.I. duPont de Nemours & Co.**



MR. SALES MANAGER:

YOU GO ALONG ON EVERY CALL- - - - - - - - - - - -

WHEN YOUR SALESMEN CARRY THE fR PORT-A-VIEW®

for 35 mm. slides

TELLS YOUR SALES STORY THE WAY YOU WANT IT TOLD

- Your New Products
- Hidden Features
- Your Advertising and Promotion
- How the Dealer Can Tie In
- Contests
- The Value of Display
- The Profit Picture
- Your Plant
- Charts, Diagrams
- You Name It

Port-A-View opens and closes in a flash — closes sales just as fast. Your salesmen *carry* it over the shoulder like a camera (weighs only 4 lbs.) They're in and out faster with more dramatic, colorful, *effective* selling than ever before!

Port-A-View is a table-top projector-viewer with built-in, TV-type screen and automatic slide changer. It's compact, requires no stage setting. It takes 36 color slides at a time and shows them vividly *in ordinary room light*. Sells one man or a group equally well, unlike hand viewers.

See for yourself how this new-fashioned sales aid eliminates old methods and ineffective sales presentations. This is your opportunity to be "in" on every sale!

AT CAMERA STORES EVERYWHERE **$54.95**
Carrying Case Extra, Discounts in Quantity

THE FR CORPORATION, 951 Brook Avenue, N. Y. 51
Write for Demonstration or Free Booklet

FR, 951 Brook Ave., New York 51, N.Y. Phone CYpress 3-5400
☐ Please arrange demonstration of Port-A-View.
☐ Send free booklet.

Name ..... Title .....
Company .....
Address .....
City ..... Zone ..... State .....

Why don't you go places with these primary millions?

3¾-million families, screened for the BUY *on their minds*

We think you'll agree this adds up.

Families who want to get more out of life have faith in a magazine which tells them how to do just that.

By editorial planning, Better Homes and Gardens has preselected over 3¾-million of these families for you. Third largest of all man-woman magazines, BH&G is the only one of them to grow great by showing people how to raise living standards.

BH&G says to them "here is what to do—here is how to do it—here is what to buy to do it with." And since this is just what BH&G readers look for, *buying action* follows.

Buying action for what? For everything up-and-coming people buy—from a lipstick or a face powder to a new car, a power tool, a new home—a basketful of groceries—or a trip around the world.

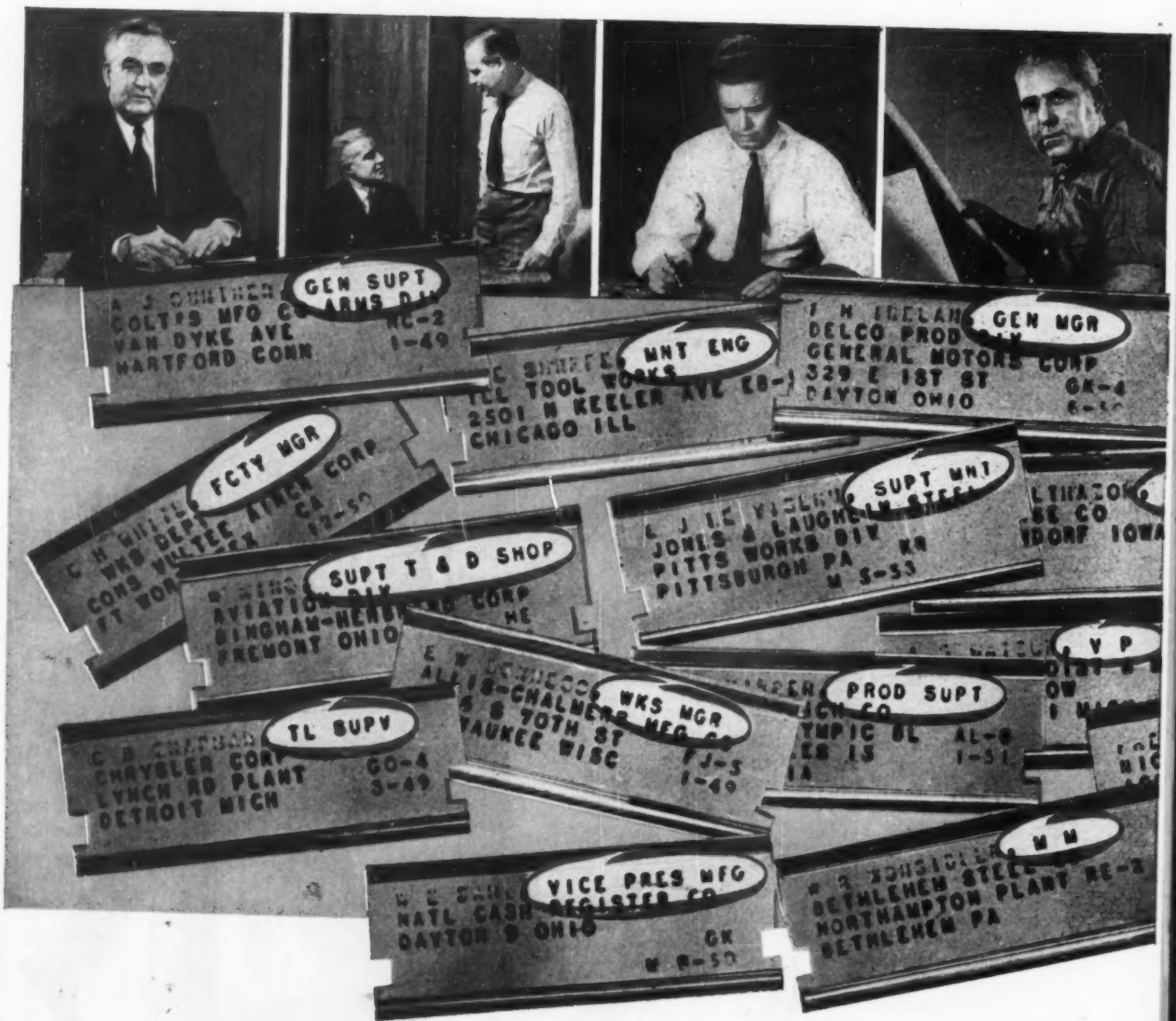
No wonder advertising goes further with BH&G's primary millions. They're screened for the BUY on their minds.



MEREDITH PUBLISHING COMPANY, Des Moines, Iowa

regardless of title

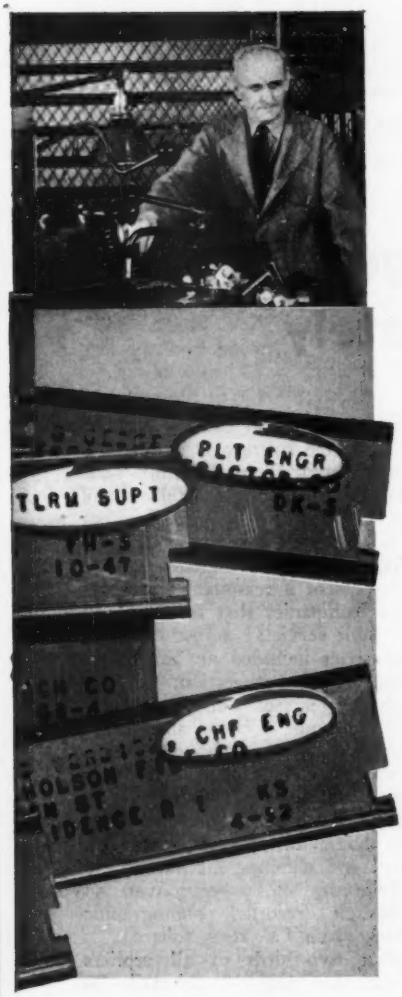
Mill & Factory reaches the men your



NBP CCA A CONOVER-MAST PUBLICATION

salesmen must see to sell!

The men behind these stencils mean *orders for you*



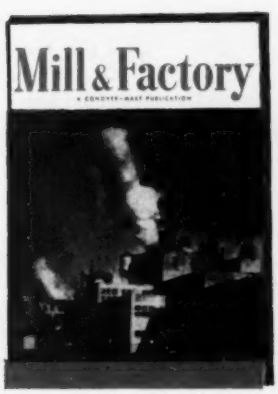
The men behind these MILL & FACTORY stencils have one thing in common—they are all industrial executives who make the actual buying decisions.

As your salesmen know, men like these are hard to identify. Because titles and buying patterns vary from plant to plant, real buying influences can be located *only after repeated plant calls.*

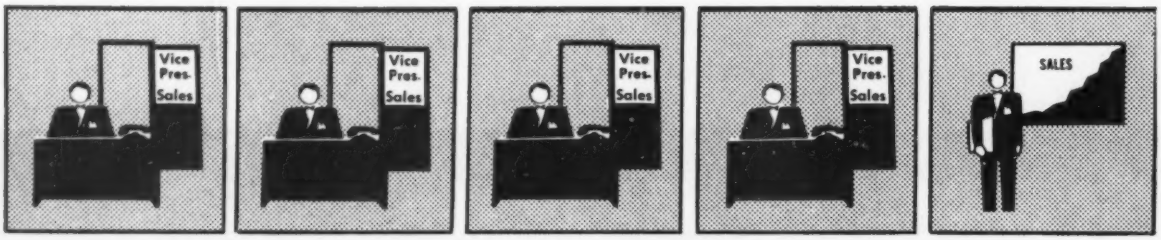
MILL & FACTORY uses this same personal sales-contact principle to build and maintain its circulation. A nation-wide staff of 1,645 industrial sales engineers—men who sell machinery, equipment and supplies, *know* the buying and specifying patterns in the worthwhile plants throughout industry.

Only proven buying influences, regardless of title, are selected to receive paid copies of MILL & FACTORY.

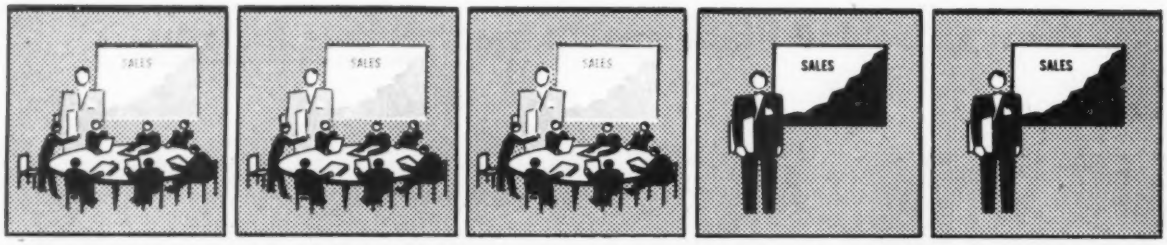
This uniquely successful Conover-Mast Franchise Circulation Method assures you of *maximum advertising impact*—because MILL & FACTORY reaches the same men, regardless of title, your salesmen must see to sell.



205 EAST 42nd STREET • NEW YORK 17, N. Y.



In 4 companies out of every 5 the Chief Sales Executive is a Vice President



In 3 companies out of every 5 the Chief Sales Executive sits as a member of the Board of Directors

Sales Executive's Job Grows Bigger . . . But He Isn't Paid Proportionately

In seven years, SM study finds, his responsibilities have widened. So has his recognition by management: Today he is probably a vice-president and member of the Board. But while doubling sales, his pay has risen only 20 percent.

BY LAWRENCE M. HUGHES

What do you *do* for your company?

What do you *accomplish* for it?

What does the top management *think* of your job, your functions and your accomplishments?

Are you being *paid* proportionately?

This is a report of a study by SM on the Sales Executive's job. It deals with four fundamental *R*'s: Responsibilities, Recognition, Results and Rewards.

Since World War II the responsibilities of this job have intensified and broadened. The sales executive has strengthened functions he already had and has added other functions. At the same time, usually he has made basic changes in his company's sales and distribution setup.

His wider responsibilities have brought him greater recognition. Four-fifths of sales executives participating in SM's survey now are vice-presidents or even executive vice-presidents. Three-fifths of them are members of the Board.

He is discharging his responsibilities well. He can show tangible results: In seven years he has more than doubled volume.

But despite all this, his own pay-envelope rewards have increased only one-fifth as fast as the sales his efforts have produced.

These conclusions are based on reports from top sales executives in companies with annual sales between $4 million and $500 million. Their replies are amplified and to some degree corrected by reports from presidents of companies with annual sales between $9 million and $800 million. (Only in two companies did president and sales executive *both* reply.)

Together, repliers in both surveys may represent a reasonable cross-section of companies that sell products (and some services) across America.

Industries included are air conditioning, air transportation, automotive, beverages (soft and hard), business machines, chemicals-plastics, clothing-textiles, drugs-toiletries, electric shavers, farm machinery, foods (from meats and canned vegetables to candy), games and toys, home appliances, home furnishings, insurance, jewelry and watches, machinery and metalworking, oil, paper converting, phonograph records, photographic supplies, radio-TV, tires, tobacco.

About two-thirds of all repliers say they are engaged primarily in "consumer goods." The others are both consumer and industrial and solely industrial.

Nearly all participants ask *not* to be identified.

In the next two issues SM will tell findings from personal interviews on the Sales Executives Job with presidents, executive vice-presidents and

sales vice-presidents, in some of these and other industries, of companies with annual sales ranging between $4 million and $9 billion.

Responsibilities

From 100% to 75% of all presidents and sales executives say that the top sales executive of their company now *directs or supervises* sales administration, sales operations, and sales planning.

More than 75% of the sales executives also list sales promotion as a function which they direct or supervise. This function inadvertently was left out of the questionnaire sent to presidents.

From 75% to 50% of presidents say their sales executives *directs or supervises* sales budgets, market selection, market research, and merchandising. And from 75 to 50% of sales executives report that they direct or supervise merchandising and market research.

Only one-third of presidents name pricing-discounts as an *active* function of their sales executives. They give scattered mentions to his direct responsibility for selection of advertising agency and media and for package development.

On the other hand, 50% to 25% of sales executives point out that they *actively direct*—in order of number of mentions — pricing-discounts, selection of advertising agency, advertising markets, advertising media, and public relations. Sixteen percent and 10%, respectively, are in charge of product and package development. (The last figure was pulled down by the fact that farm and industrial machinery isn't packaged for point-of-purchase!)

The sales executive's *participation* is broader.

From 100% to 75% of presidents list him as *taking part in* product development, agency and media selection, public relations and pricing-discounts.

Functions in which sales executives report *participating* are led, in number of mentions, by package development, public relations, and media, market and agency selection.

Those with which they have had *more to do* in the last seven years are sales administration, sales budgets, sales planning, and merchandising. Then they note product development, sales operations, sales promotion, agency selection, public relations, market research, market selection, and media selection.

In scattered instances—none by more than 10% of companies replying—the sales executives say they have *less* to do with certain functions.

Market research is mentioned most among *"new functions,"* added since 1946—followed by agency, media and market selection, and public relations.

More than ever, it would seem, advertising is a *sales* function.

In a study of 61 companies for Association of National Advertisers in 1946, McKinsey & Co., management consultants, found the advertising manager reporting to:

	Companies
Vice-President *Sales* in	16
President in	14
A V-P (function not named)	11
General Sales Manager	9
General Manager	4
A group including G.S.M.	4
Others	3

Thus in at least half of these companies the sales executive then directed or supervised advertising.

In a recent study for *Business Week*, McGraw-Hill's research department learned that 78% of sales managers (or top sales executives) "participate in media decisions," and that 50% of these sales directors help to choose specific media. In addition, the product and regional sales managers and marketing managers add 21% to the vote of the Sales Department on media decisions, and add 35% in selecting *specific media*.

Both presidents and sales executives in SM's study supplement the listed functions of the job with such write-ins as "sales training," "organization," "general management," and Canadian and export sales.

"Most Important Functions"

What are the "three most important functions" of the Sales Executive's Job?

The presidents make most frequent mention of "broad" or "long-range" planning. After this comes "directing the over-all sales activity"—or sales administration. Then the presidents say: "Product line development," "co-ordinating sales and advertising," research, "selling," "participating in general organization functions."

On this the sales executives are more specific and detailed. Among them sales administration—including such factors as "evaluation and control of sales activities"—is stressed slightly more than planning. They note "over-all sales activities"—including work with the field force, merchandising and sales promotion.

They also consider important: advertising; selection, training and stimulating men; product development; market research, and budgeting. Miscellaneous "important" mentions range from "sales organization," sales quotas and production scheduling to distribution policies, exports and "consequential deals."

The sales executive of an air carrier names these three: "1. People; 2. Sales Quotas; 3. Budgets." A big food packer: "Personnel, products and promotion." A candymaker: "Promotion, market research budgeting." A television setmaker: "Market research, advertising, product development." A watchmaker: "Field sales, merchandising budgets." Sales executives of tires and carpets echo others in saying: "Sales administration, sales planning and merchandising." Several stress advertising.

Greater Responsibilities

In the last seven years, the presidents report that their top sales executive has been given *greater* responsibility for "general sales activities" and operations, and then for planning to strengthen the company's sales position tomorrow. The presidents' other mentions of greater responsibility are for "administration budgets, planning and policy," "product education," marketing and merchandising, "dealer demonstation," and "budgets." Some of them also point out that their sales executive has taken under his wing additional divisions or new products. A few include Canadian and export sales.

Rarely do the presidents say that their sales executive today has *less* responsibility. These isolated cases—usually based on changes in organization structure—range from "line selling," "detailed field follow-up" and "merchandising" to "administration."

The presidents point out that their sales executive has been *most effective* in widely different functions and problems—from planning, sales budgets and administration to opening new channels of distribution (drugs in food stores), "product development," sales training and compensation plans, merchandising, public relations.

They find his *less effective* in fewer but still diversified areas: in long-range planning and the research essential to it; in budgeting and forecasting for production; in sales administration . . . and in *short-term* planning, in sales operations, and merchandising!

But their praise outweighs their blame by more than two to one.

Meanwhile, since 1946, most of



It is vital to supply customers with good selling tools

The Carey Pitch Chart makes it possible to figure the area of a roof by just turning a dial... no climbing... no calculating and it's accurate. It is sales material like this Perrygraf Slide-Chart that helps uncover new prospects and makes sales.

All forms of information can be dispensed in easy to read... easy to understand form . . . unrelated information is dropped out and only wanted facts remain . . . it is quick . . . it is easy.

Thousands of top companies are now using Perrygraf Slide-Charts with excellent results, why not enjoy this same response . . . outline the information you want in a slide-chart... we will tell you how it can be done and the cost.



PERRYGRAF
SLIDE-CHARTS

Designers and Manufacturers **PERRYGRAF CORP.**
1502 Madison St., Maywood, Illinois • 1072 Gayley Ave., Los Angeles 24, California
Representatives in Principal Cities

the sales executives have had to effect "basic changes" in their setup.

Some report shifting from direct-to-dealer distribution on some or all products to sales through distributors. A smaller number have gone direct-to-dealer . . . An automotive supplier notes an "increase in dealer direct and mass-distributor private-brand volume." A drug company has cut out direct sales effort on "small, unprofitable accounts." An oil company has eliminated "some geographical markets as unsound."

Phonograph records and albums: "Partial change from company-owned branches to independent distributors."

Beverages: Sales direction changed from tri-regional, with each regional manager reporting to president, to national, under an executive vice-president in charge of sales.

Sales Set-up Changes

Radio-TV sets: Shift from "a factory-representative type" to distributors—"employing regional and district sales managers for the field and individual product sales managers in the home office." . . . A steel fabricator drops branches and opens district offices for all sales, "both through distributors and direct." . . . A home appliance company turns one selling organization, in which each man sold products not closely related, into three divisions—all supervised by the sales vice-president. . . . In 10 states an apparel concern has made its employe salesmen independent contractors.

A construction machinery concern unifies sales at the corporate level. Five operating divisions, each with its own sales department, reports to the division manager. Instead of being an operating head, the V-P Sales now co-ordinates at staff level.

Electronic, steelforming, air conditioning and other companies report a trend toward "product managers."

In a confectionery concern responsibilities for advertising, promotion and sales research, formerly supervised by the president, now are guided by the sales chief. . . .

There's more—and less — decentralization.

Roy A. Bradt, vice-president for marketing of the Maytag Co., reports: "More highly integrated sales organization at company level. Decentralization of sales organization at branch levels." . . . A drug firm: "More centralization." An oil refiner: "Increased responsibilities of division managers." A food man: "Greater emphasis on field planning and execution of promotions, etc."

1st



☆ editorially

Backed by the resources of the largest exclusive building industry publishers, BSN has led in editorial achievement for more than a generation. Its large organization of executive and key staff personnel have worked together for many years as a closely knit team . . . whose length and breadth of service is unmatched by any other building industry publication.

☆ reader preference

This recognized editorial superiority results in performance . . . readership for your advertising! That BSN is by far the preferred dealer magazine is proven by unbiased reader surveys made by advertisers and their agencies.

☆ buying power

Building Supply News reaches the largest dealer buying power in the industry. Its readers are responsible for 88.2% of the total annual volume done by lumber and material dealers.

☆ advertising volume

Advertisers also recognize its unquestioned top position . . . this is reflected in the fact that BSN carries the largest volume of display advertising of any dealer magazine in the building field.

☆ advertising gains

In 1953 BSN gained 396 pages of advertising over its 1952 total. This compares to the second paper's *loss* of more than 4 pages! It's further recognition of the unmatched readership and buying power offered by the industry's top dealer magazine.

☆ lowest cost

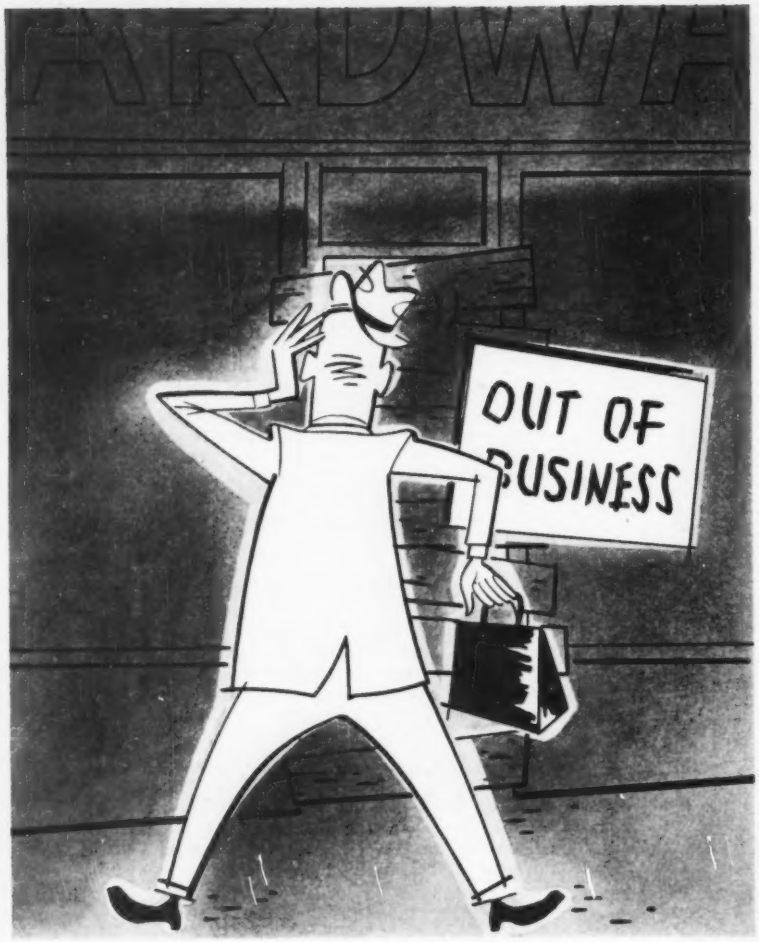
Furthermore, a *full schedule* in the industry's No. 1 dealer publication costs less than a *half-schedule* in the second paper.

The First Dealer Merchandising Publication

BUILDING
SUPPLY NEWS

ABC

5 South Wabash Ave. • Chicago 3, Illinois



why pay for
a salesman's **WASTED TIME**

Poor Joe—he didn't know that the ABC Hardware had closed its doors 90 days ago.

While it's true every salesman loses a certain amount of time chasing after prospects who have moved—or are no longer in business—or who should never be on his prospect list in the first place—

—the salesman who carries the Dun & Bradstreet State Sales Guides spends little time on dead-end calls. He's too busy planning to call on the live businesses where his time and energy can be converted into profits.

Why not give your salesmen the State Sales Guides for their territory and let them spend their time with the best prospects?

There's a difference between spending time and investing it.

Dun & Bradstreet, Inc.

139 offices in principal cities of the United States and Canada
Headquarters: 99 Church Street, New York 8, New York

Bradt adds that Maytag has introduced "new methods of personnel selection and training; more complete market research, and a five-year forecasting and planning program." . . . The drug man in the above paragraph adds that his company is giving "more emphasis to facts—especially cost and profit data; more careful training of salesmen and executives; more service to customers." . . . A distiller establishes national sales training and merchandising departments.

Among others, hosiery, toy, carpet and business machines companies have added salesmen—some to help the company do a better job on present accounts; others to add new accounts, or to invade new fields.

Several repliers have "broadened channels of distribution."

Planning vs. Executing

The sales executive doesn't seem able to work union hours.

About half of our repliers still can call on customers and good (or tough) prospects "now and then," and 14% and 20%, respectively, call on these two groups "regularly." But at the other extreme, 16% don't call on prospects at all, and 7% no longer can call on customers.

Our *average* sales executive replier devotes 42.5% of his time to planning and 57.5% to executing. The *median* replier divides his time about 40% to planning and 60% to executing.

One in 10 now devotes only 10% of his time to planning. Only one in 15 can spend three-fourths of his time at it.

Yet if their day could be lengthened, slightly more than half of all sales executive repliers would devote more of it to "contacts and travel: to meet their own people and customers"; "to test theory by practice"; to study trade reactions to their products and competitors'.

About 43% would work more at planning: "Future planning," "promotional planning," "long-term planning," "sales planning," "organization planning," "general sales strategy."

Some individuals mention several desires—such as for more of *both* planning and contacting. When the "planners" are added to those who would spend more time for "market research and development," in fact, they may outnumber the "doers."

Other time needs are for "selecting and training personnel" and for "merchandising."

Only one sales executive reports: "I am not crowded for time."

And another—among the busiest and most-highly-paid sales executives in the country—would like more time for "my family!"

How does the sales executive "stand" with his outfit?

Two-thirds of sales executives show that top management's recognition of the job today is greater than it was seven years ago. Most of the rest say it has "always" been good (or "high" or "the best"). Only 7% report simply "unchanged."

And only two individuals note *less* recognition.

(One of the latter—vice-president of a company which sells $50 million of machinery annually—has seen organization changes cut the wages of the sales executive from $27,500 to $25,000. The other would seem to have less reason to gripe. His company's volume has grown 150% in seven years to $80 million. Meanwhile, wages of the job rose 65% to $36,000.)

Greater Recognition

Two-thirds of replying presidents say their sales executive's *authority* today is greater, and that top management's *cooperation* with him and *recognition* of him are greater. On none of these counts does any president reply "less." The others simply say "the same" or "always good" or "always high."

Five-sixths of replying sales executives now report direct to the president. A few report both to the chairman or more often to the executive vice-president. One reports both to the chairman and executive v-p and one to the president and executive v-p.

The presidents don't quite agree. Only about half of them say their sales executive reports direct to him. One-third of them reply that he reports to the executive v-p; a few that he reports to both these officers, or to "others."

At any rate, the sales executive seems to have risen a notch or two.

In 1920—a third of a century ago—Dartnell Corp. found the title or rank of the top sales executive to be:

	% of companies
President	11
Vice-President	7
Secretary and Treasurer	12
General Manager ..	4
Sales Manager	66

In 1946 the Policyholders Serv-



Improved sales start with Vacation Dreams

Let C-M solve your sales problem with an exciting Travel Incentive Plan

What other prize offers the glamor and excitement of an all-expense trip . . . plus a relaxing vacation which brings your men back ready to tackle the next tough assignment?

Sales executives from coast to coast know the power of travel incentive campaigns. The question is: How can this force be most effectively applied?

Cappel, MacDonald — originators and creators of merchandise prize incentives—has the answer. A new travel incentive package combines the appeal of a dream vacation . . . the stimulus of colorful mailings to salesmen and their families . . . the broad opportunity of luxury merchandise prizes for runners-up . . . the assurance of professional planning and service by an organization that has worked with America's leading sales executives for the past 31 years.

Why not test the power of this proved incentive service to solve your sales problem? Without obligation, we will gladly outline a campaign to meet your objectives.

GLAMOROUS EXPENSE-PAID VACATIONS—We can charter a ship or plane, plan a foreign tour, or send your men to a nearby resort. Runners-up may choose luxury merchandise prizes.

PROMOTION MATERIAL THAT SELLS—Colorful mailings, prepared by the C-M creative department, stimulate salesmen and their families. For meetings, we supply wall charts, posters, films.

PLANNING AND SERVICE—The country's foremost travel and incentive experts handle all details of campaign planning and trip arrangements . . . saving your executives time, money and worry.

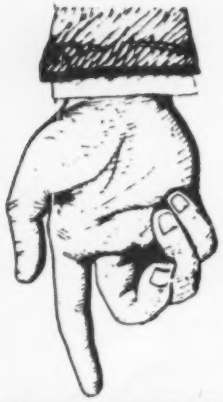
MAXIMUM ECONOMY—All planning, service and creative work are free. You pay for trips at established carrier-resort rates. Merchandise is available wholesale, printing at cost.

FREE INFORMATIVE LITERATURE *is available to any executive. Write Cappel, MacDonald and Company, Travel Incentive Division, 737 North Michigan Avenue, Chicago 11, Ill.*

Cappel, MacDonald and Co.

DAYTON, OHIO . . . OFFICES IN PRINCIPAL CITIES

Travel Incentive Division, 737 N. Michigan Ave., Chicago 11, Ill.



GET THE FACTS NOW!

SEE HOW 3-D PICTURES CAN BOOST YOUR SALES

When salesmen are equipped with View-Master 3-dimension pictures, they can virtually take prospects into your plant...carry a complete line of bulky "samples" in their pockets...dramatize services as they never could before. Stereo pictures add magic realism, demand and hold attention through the entire sales presentation. Hundreds of companies, both large and small, that have used them, report they pack a tremendous selling punch. Compact, light, easy to carry and show. Costs only a few dollars to equip each salesman in most cases.

Dealers, too, find View-Master invaluable for showing products in use or taking "samples" into prospects' homes.

Get full details. Phone or write the commercial producer nearest you or use coupon.

NEO-PHOTO
33 West 46th Street
New York, N. Y.
Phone: Plaza 7-8566

VISUAL SALES COMPANY
230 East Ohio Street
Chicago, Illinois
Phone: Whitehall 4-2555

TRI-ADS COMPANY
1027 N. Western Ave.
Hollywood, California
Phone: Hempstead 5787

VIEW-MASTER
STEREO SELLING PICTURES
® Sawyer's Inc.



SAWYER'S INC., Dept. SM
Portland 7, Oregon

Please send information about View-Master three-dimension pictures for commercial use.

Company Name_____
Address_____
City_____ Zone____ State_____
By_____ Position_____

ice Bureau of Metropolitan Life Insurance Co. showed:

	% of companies
President	8
Vice-President	48
General Manager	4
General Sales Manager	21
Sales Manager	13
Others	6

Note that in this period the proportion of sales executives advanced to vice-president increased nearly sevenfold.

Today, more than 90% of the presidents tell SM that their top sales executive is a vice-president or executive v-p.

Sales executives report that the number holding this job who are now executive v-p's has risen in seven years from zero to four. On the other hand, the number of presidents who held it has dropped from two to zero.

But whereas in 1946, about 60% of those who filled the job were vice-presidents, today *80%* either are executive v-p's or v-p's. As reported both by presidents and sales executives, some of the changes in the standing of the job have been:

Drugs: From s.m. to executive v-p in charge of merchandising;

Drugs: From v-p sales to executive v-p—sales director;

Foods: From g.s.m. to executive v-p;

Foods: From g.s.m. to vice-president—marketing;

Paper: From sales director to v-p;

Tool and die making: From g.s.m. to sales v-p;

Electronics: From g.s.m. to v-p;

Electric appliances: From g.s.m. to sales v-p;

Clothing: From s.m. to v-p;

Toys: From s.m. to g.s.m.;

Toys: From g.s.m. to v-p and g.s.m.;

Metalforming: From s.m. to general manager of sales.

Some changes in the title of the sales executive's job-holder suggest its broader functions or a hard new look at them:

Plastics: From v-p and s.m. to v-p sales *and advertising;*

Home furnishings: From v-p and g.s.m. to v-p *and* marketing director;

Electric appliances: From v-p sales to v-p marketing;

Insurance: From agency v-p to sales v-p;

Aviation: From v-p sales to v-p traffic *and* sales;

Confectionery: From g.s.m. to director of distribution. . . .

In addition, today's sales executive has a lot more to say about *all* major company policies and programs.

In *"Sales* Wins a Bigger Voice on Biggest-Company Boards" (SM, January 15, 1953) marketing experience was shown to have increased somewhat over a 10-year period—at the expense of engineering, financial, legal and production experience—among directors of 30 of the largest-selling manufacturing companies.

Companies in the current study give *Sales* a still larger place.

Whereas the presidents report that the proportion of top sales executives on the Board has risen since 1946 from 15% to 38%, the sales executives show their participation rising from 40% to 60%.

Several others say that, although they are not formally "directors," they sit in at Board meetings.

Rewards

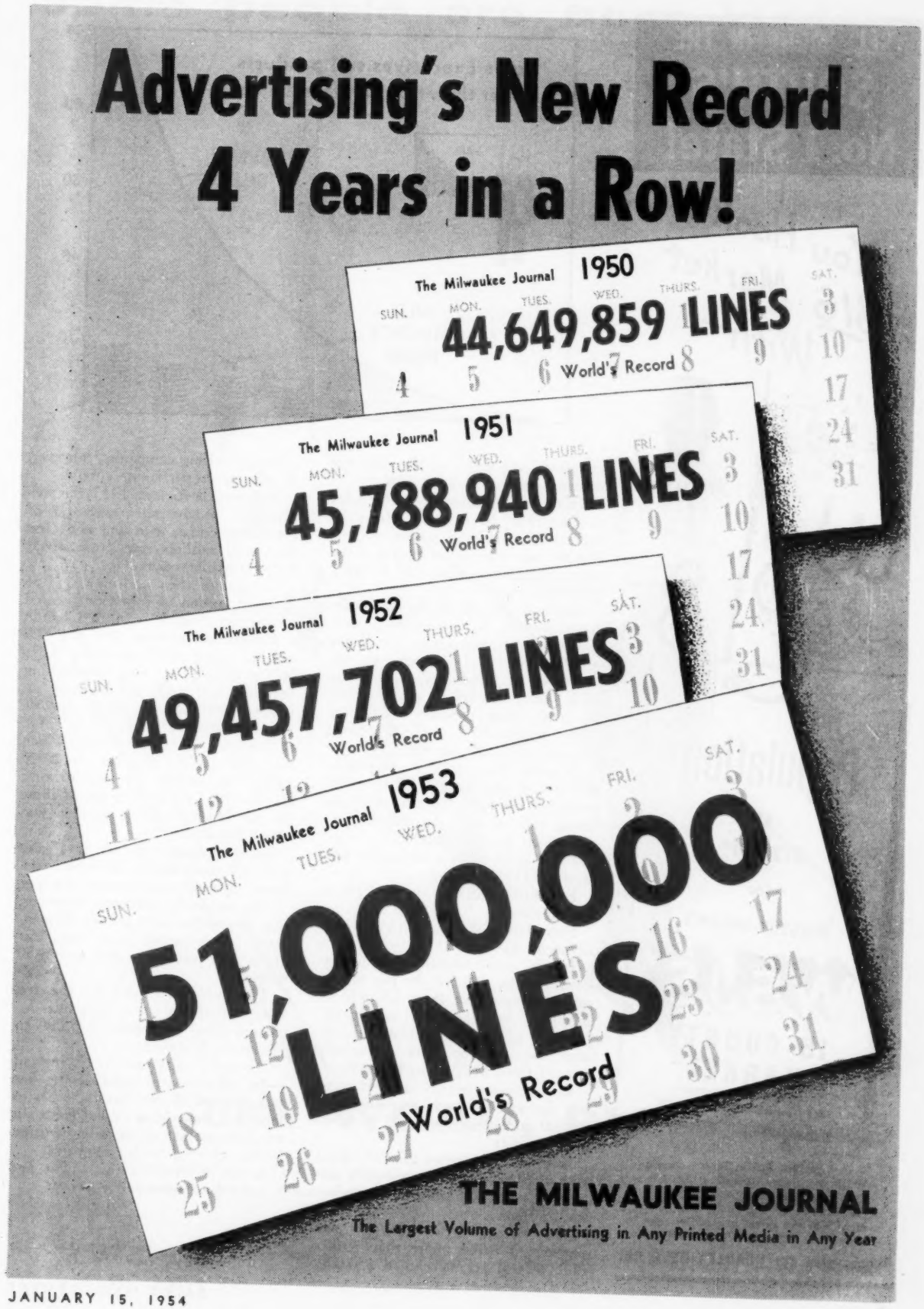
But for all he is doing, how well is the sales executive *rewarded?*

Nearly all of the replying presidents regard the present pay (salary, bonus, etc.) of their sales executive to be "adequate." Some of them made no comment on it. Only one said his sales executive was getting *"too much."* (This company's sales in seven years were trebled from $6 to $19 million. The rank of the job was advanced from general sales manager to vice-president and general sales manager. But the pay for it rose only from $17,000 to $25,000.)

Two presidents complain that the job is receiving *"too little":* While a paper-products company more than trebled sales, to $45 million, the sales executive's income was advanced from $10,000 to $25,000. (He *did* get to be a v-p) . . . C. G. Gifford, president of Schick, Inc., electric shavers, points out that the company's increase from $8 to $22 million in volume, deserves more than the 50% raise his sales executive has received.

As a veteran sales executive himself, Gifford may realize better than most presidents the problems of keeping sales climbing in highly competitive industries.

Yet all but one of the participating companies report larger volume in 1953 than in 1946. The sharpest sales increase, 800%, was made by an air carrier—which boosted the sales executive's pay 150%. Sales gains of 300% or more were made by a radio-TV setmaker (pay up 150%); an insurance company (pay up 50%), and a machine toolmaker (pay up 87%). While sales of several other companies were pushed ahead more than 200% in the seven years, the largest percentage reward was 150% to $25,000. In the other


Advertising's New Record
4 Years in a Row!
The Milwaukee Journal 1950
44,649,859 LINES
World's Record
The Milwaukee Journal 1951
45,788,940 LINES
World's Record
The Milwaukee Journal 1952
49,457,702 LINES
World's Record
The Milwaukee Journal 1953
51,000,000 LINES
World's Record
THE MILWAUKEE JOURNAL
The Largest Volume of Advertising in Any Printed Media in Any Year

SELL MORE IN THE
SOUTH'S
No. 1 State!

You Hook a
BIG Market
With—

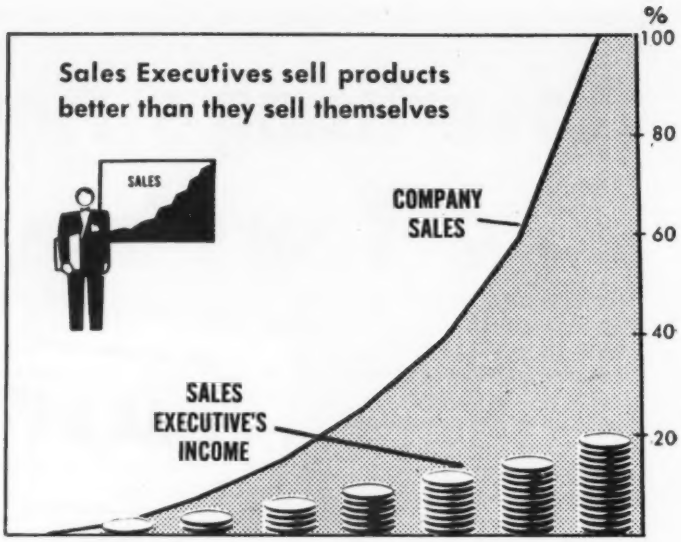
NBC
AFFILIATE

WSJS

Population
of
812,500*
for
WINSTON-SALEM'S
WSJS
15-COUNTY
MARKET
*Sales Management,
1953 Survey of Buying Power

The current Pulse Report shows WSJS, the Journal-Sentinel Station, FIRST in the morning—FIRST in the afternoon—FIRST in the evening! For the finest in AM-FM coverage, it's WSJS in Winston-Salem.

Represented by: HEADLEY-REED CO.



companies the wages of the sales executive went up around 50%.

In the one instance of smaller sales —about 5%, by a manufacturer of industrial machinery whose volume reaches up into nine figures — the vice-president for sales still is being paid 60% more.

But only 10% of all the companies have granted pay increases proportionate to their mounting sales. Some of these are: A concern in the "amusement" industry; sales up 23%; sales executive's pay doubled. A large drug company; sales up 48%; pay up 140%. A clothing firm; sales up 50%; pay up 80%.

In more than 50% of companies, the rate of pay increase of the sales executive has been *less than half* the rising rate of sales he and his organization have produced!

For a $184 million sales *gain*, one received $15,000 more.

For $108 million, another got a $6,000 raise.

For $138 million, a third was not advanced one cent.

Indeed, one company which nearly doubled sales reduced the pay of the top sales executive from $30,000 to $25,000. And another, which reported a $28 million increase in volume, cut the top sales executive's reward from $27,500 to $25,000.

Lowest pay reported for 1946 were one instance (a new company) of $6,000 and a half-dozen of $10,000 and $12,000.

The lowest reported for 1953 were two of $15,000. (One concern's volume is now $12 million, the other $50 million.)

On the upper extreme, only one participant makes more than $100,000, several get more than $50,000.

Larger-selling companies, however, do not pay proportionately more.

Between 1946 and 1953 the median pay of the sales executive of companies doing, then and now, less than $10 million rose from about $15,000 to about $20,000.

Companies then and now in the $10-$19 million sales bracket boosted median pay from $21,000 to $28,000.

Companies between $20 and $29 million raised pay from about $25,000 to $29,000 . . . and those selling between $30 and $44 million increased pay from the same base by the same amount: to about $29,000.

Reports on corporations which sold $45 million or more in 1946 range too widely for comparisons. But for 1953 the median pay of those in the $45-74 million bracket was about $34,000.

Some companies do not give sales and/or income figures for both years. Some give only percentage changes.

The evidence indicates, however, that the median sales gain of all companies participating rose from just under $25 million to just over $50 million.

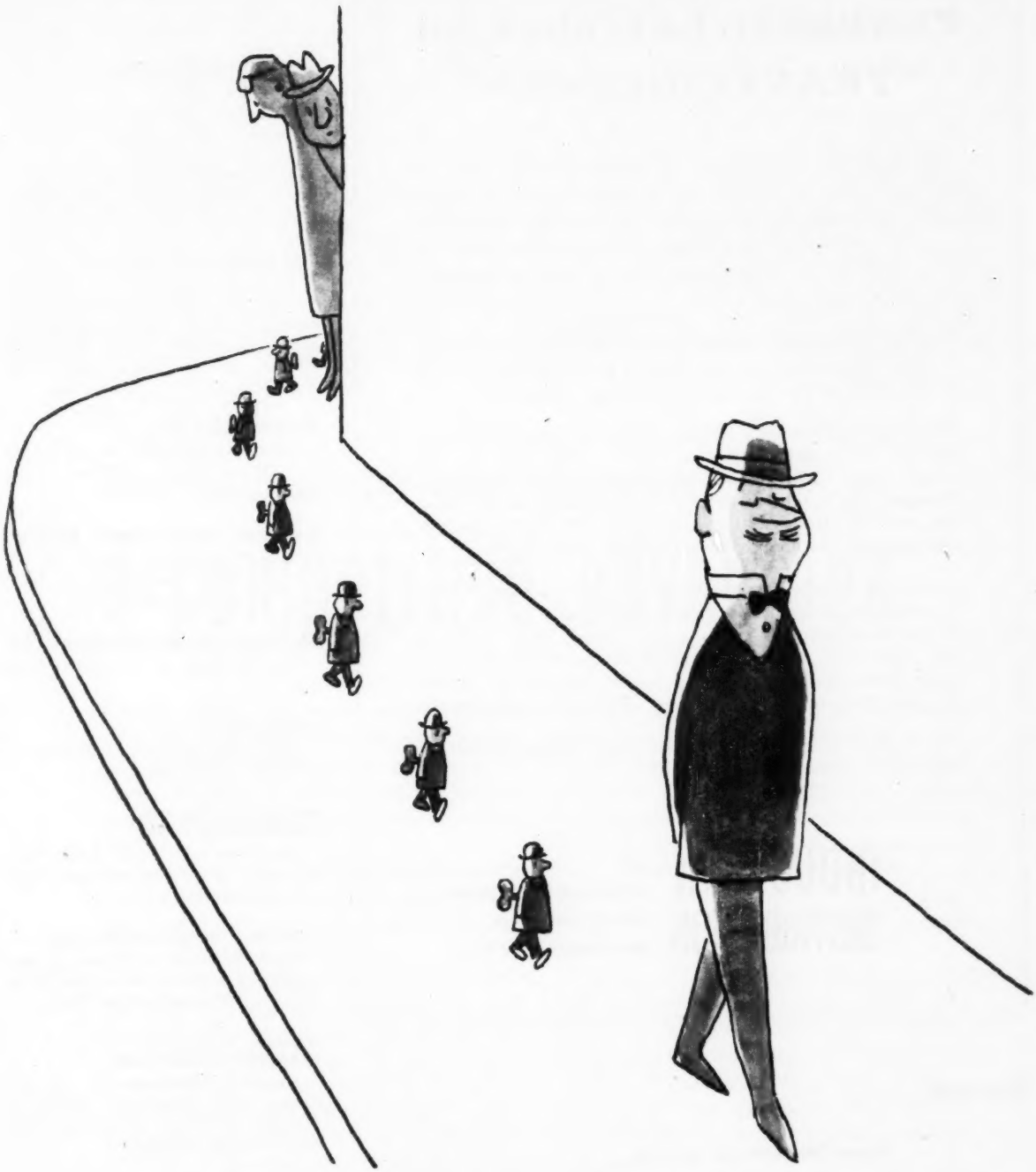
The median income of the top sales executive of these companies increased from just under $25,000 to just under $30,000.

Thus the sales executive's reward —for all the responsibilities he has assumed and all the results he has to show for them—has grown less than one-fifth as fast as the sales revenue he has achieved for his company.

A moral from all this might be: Sales Executive, sell *yourself!*

Part II of this three part article will appear Feb. 15

Some people are born leaders



...like WCAU, Philadelphia

TELEVISION—On a 7-day basis WCAU-Television's average quarter-hour ratings are 38% higher than Station B.

RADIO—On a 7-day basis WCAU-Radio's average quarter-hour ratings are 58% higher than Station B.

Sources upon request

The Philadelphia Bulletin Radio and TV Stations • CBS Affiliates • Represented by CBS Radio and Television Spot Sales

Publisher Larrabee on "TRAVELING MEN"

"A magazine's service to its industry can often be measured by the number of traveling men it has on its editorial staff and the amount of traveling they do."
—C. B. Larrabee, President and Publisher, PRINTERS' INK, in a recent editorial.

In 1953, *Industrial Distribution's* eight full-time editors traveled 79,990 miles, to talk shop to industrial distributors in 207 cities, before writing 1,453 pages of editorial.

Industrial Distribution's editors talk to all types of distributors in every section of the country. They dig for the "whys" and "wherefores"—the news behind the news. Through this extensive contact with distributors of every size and type from coast to coast, they are able to analyze and interpret the significant happenings in the field.

That's why industrial distributors and their salesmen depend on *Industrial Distribution* month after month for the practical information they need to do a better, more profitable job. This keen, consistent interest among distributors has made *Industrial Distribution* a perfect medium of contact for manufacturers selling through industrial supply houses.

For further information, contact your nearest *Industrial Distribution* representative or write.

INDUSTRIAL DISTRIBUTION

ABC ABP
A McGraw-Hill Publication
330 W. 42nd Street,
New York 36, New York

Coming . . .

Those Magnificent Motels Are on the Road to Big Business

Live Talent Puts Sparkle In Quaker Oats' Capers

In Sales Management February 1

EXECUTIVE SHIFTS IN THE SALES WORLD

BENDIX AVIATION CORP. . . .
Russell S. Johnson to director of sales, Eclipse Machine Division, from manager of automotive products sales.

BETHLEHEM STEEL CO. . . .
J. V. Honeycutt to v-p in charge of sales, from assistant v-p.

THE BIRMINGHAM NEWS CO. . . .
W. Frank Aycock, Jr. to v-p, member of the board of directors and assistant to the general manager of the *Birmingham News* and *Post-Herald*. He continues as advertising director.

BOTANY MILLS, INC. . . .
August H. Schluetter to sm, Women's Wear Fabric Division, from assistant sm.

CHRYSLER CORP., DODGE DIVISION
Jack W. Minor to director of advertising and merchandising, from v-p, Grant Advertising, Inc.

CROWELL-COLLIER PUBLISHING CO.
Paul C. Smith to president, from v-p.

DANAX CO. . . .
Roy T. Orr to v-p and director of sales, from Diversey Corp.

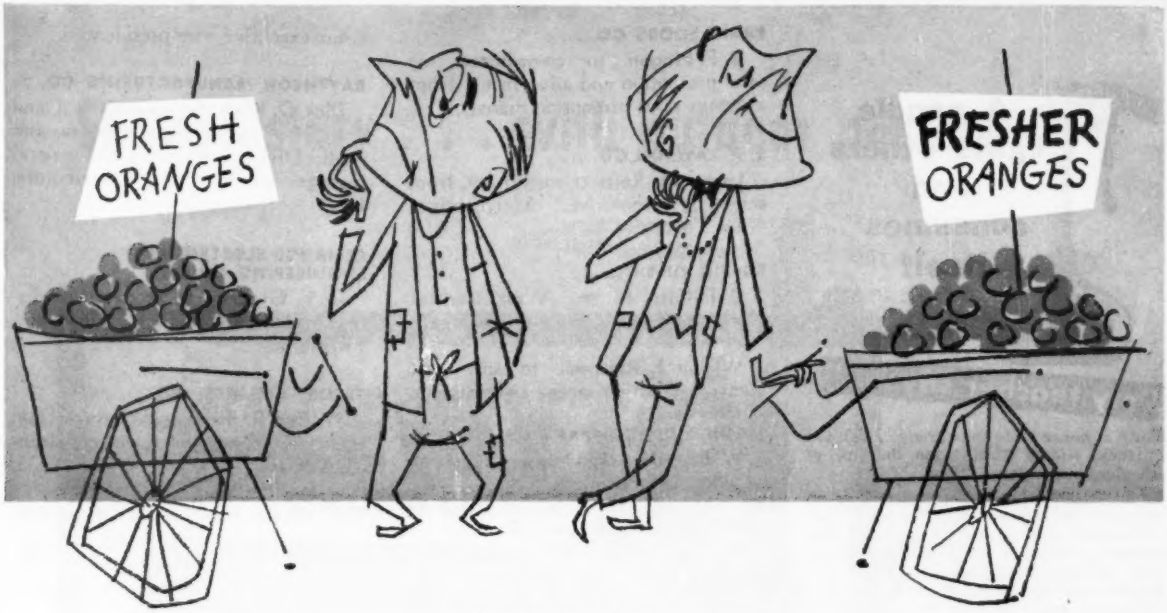
EMERSON RADIO AND PHONOGRAPH CORP. . . .
Leo Hahn to National Radio Sales Manager, from sales manager, Central Atlantic States.

FAIRCHILD PUBLICATIONS, INC. . . .
Clyde E. Brown to director of new publishing activities, from advertising manager, *Women's Wear Daily*.

GENERAL AMERICAN TRANSPORTATION CORP. . . .
Joseph C. Thompson to manager eastern sales; **Thomas A. Hartley** to manager New York sales; both Plate and Welding Division.

GENERAL ELECTRIC CO. . . .
William S. Baker to manager of tool sales, Carboloy Department, from manager of East Central district sales.

HOFFMAN RADIO CORP. . . .
Joseph A. Zulwin to district manager, Mid-western states, from regional manager, Zenith Radio Corp.



how to give your advertisements

a competitive advantage

There's a simple way to get better value from your ads, faster. You know that when one of your prospects is interested in a product like yours, he's going to read your ad pretty carefully. And he's going to read your competitors' ads, too.

Fortunately, your prospect knows there's more to the product story than appears in any ads . . . and it's his job to find out which is the best product for *his* needs.

Right here is where your ad can be different, can help the buyer solve his problem . . . and therefore help him buy from you. You can tell him that there is a lot more information about your product—a catalog—*right in his own office.* And you can tell him this with complete confidence that he *has* it there. If your ad interests him, he can take the next buying step by merely *reaching* for your catalog.

Let your competitor make the prospect do it the hard way by making him send for their catalog . . . and wait for it. If he already *has* yours, chances are he *won't* wait long!

And it's so simple. All you do is anchor good product information in the offices of your best prospects the way 1550 manufacturers anchor it—in the appropriate collection of manufacturers' catalogs that are assembled, bound and delivered to industrial buyers by Sweet's Catalog Service. Then direct attention to it in every ad you publish or mail.

For more data on how this works—how it pays to make it easier for your prospect to buy, send for the free booklet "How to Improve Marketing Efficiency through Improved Catalog Procedure." Write Dept. 90, Sweet's Catalog Service, 119 West 40th Street, New York 18, New York, or call the Sweet's district manager near you.

"The easier you make it for people to buy your products, the easier they are to sell!"

SWEET'S CATALOG SERVICE • Division of F. W. Dodge Corporation • **119 West 40th Street, New York 18, N.Y.**

Designers, producers and distributors of manufacturers' catalogs for the industrial and construction markets.

Atlanta · Boston · Buffalo · Chicago · Cincinnati · Cleveland · Dallas · Detroit · Los Angeles · Philadelphia · Pittsburgh · St. Louis · San Francisco



A candle lights others and consumes itself

—Anon.

...so do the words

"my teacher says..."

Many a dinner table conversation is ignited by these simple words from the lips of school-age youngsters.

To 30,000,000 school kids, "teacher" is an authority on any subject. See to it that the correct story reaches her about your product, policies, or way of doing business. Your advertising message to more than 900,000 regular *readers* of State Teachers Magazines may eventually be carried back to 10,000,000 homes.

Each of the 44 State Teachers Magazines is edited locally in it's own state. You may use all 44, or select just the ones reaching the areas you require. Get complete details *today*, from Miss Georgia C. Rawson, Executive Vice-President, State Teachers Magazines, Inc., 309 N. Michigan Ave., Chicago 1, Ill.

State TEACHERS Magazines

One million businessmen seek the advice of our readers

. . . a fast-growing profession serving American business. . . . Are you selling the accountants?

Send for "the 3rd party to a sale"

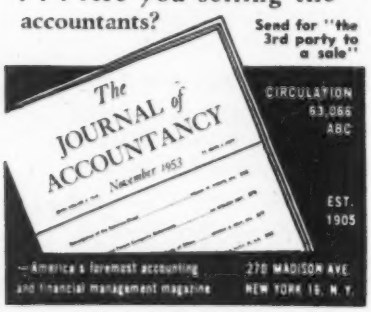


PHOTO-REPORTS ON PRODUCT APPLICATIONS

Nationwide organization of 500 capable Photo-Reporters provides effective way to obtain on-location photos, reports and releases for advertising, editorial and research purposes.

For more information write or phone

SICKLES PHOTO-REPORTING SERVICE
38 Park Place, Newark 2, N. J.

KRAFT FOODS CO. . . .

R. P. Hogan to co-ordinator of sales promotion and advertising, from assistant sales promotion manager.

E. P. LAWSON CO. . . .

Lester M. Reiss to eastern sm, from sales representative, Metropolitan New York area.

LUFKIN RULE CO. . . .

D. F. Oltz to sm, West Central Division, from sales department.

William F. Rockwell to sm, East Central Division, from assistant sm.

MAGNESIUM COMPANY OF AMERICA

William Johansen to v-p in charge of sales, from gsm.

MONSANTO CHEMICAL CO. . . .

Franklin J. Cornwell to general manager of sales, Merchandising Division, from manager, Franchise Stores Division, Brown Shoe Co.

R. Allan Gardner to sm, Merchandising Division's agricultural products and surface coatings, from advertising and sales promotion manager.

NATIONAL DAIRY PRODUCTS CORP.

Willard L. Simmons to president, Consolidated Dairy Products Co., from executive vice-president.

RAYTHEON MANUFACTURING CO. . .

Dick O. Klein to assistant v-p and director of marketing, Television and Radio Division, from v-p and general manager of Raytheon Distributors, Inc.

RELIANCE ELECTRIC AND ENGINEERING CO. . . .

C. V. Gregory to manager of district sales, from district manager, Pittsburgh.

RESORT AIRLINES, INC. . . .

William R. Beattie to gsm, from agency-interline sales manager, Braniff Airways.

THE SALEM NEWS PUBLISHING CO.

Colonel Roland W. Estey to president. He continues as treasurer. His company publishes the *Salem* (Mass.) *Evening News*.

STROMBERG-CARLSON CO. . . .

James W. Farrow to sm, Sound Equipment Division, from merchandise manager.

VITAPIX CORP. . . .

Edward L. Koenig to v-p for sales and advertising, from gsm.



"We're a team; I'm the 'young ambitious college man' and he's the 'with experience'!"

Success story . . . with outdoor posters



"Lewyt's hard-selling 'No Dust Bag to Empty' posters have played a major role in making Lewyt, in just five years, one of the top-brand vacuum cleaners in the country. Lewyt dealers from coast-to-coast have found outdoor advertising an ideal way for tying-in their stores with a spectacular advertising-merchandising campaign."

Donald B Smith

DONALD B. SMITH
Director of Advertising
LEWYT CORPORATION

One of a series of advertisements promoting a better understanding and appreciation of Outdoor Advertising – sponsored by

The Standard Group

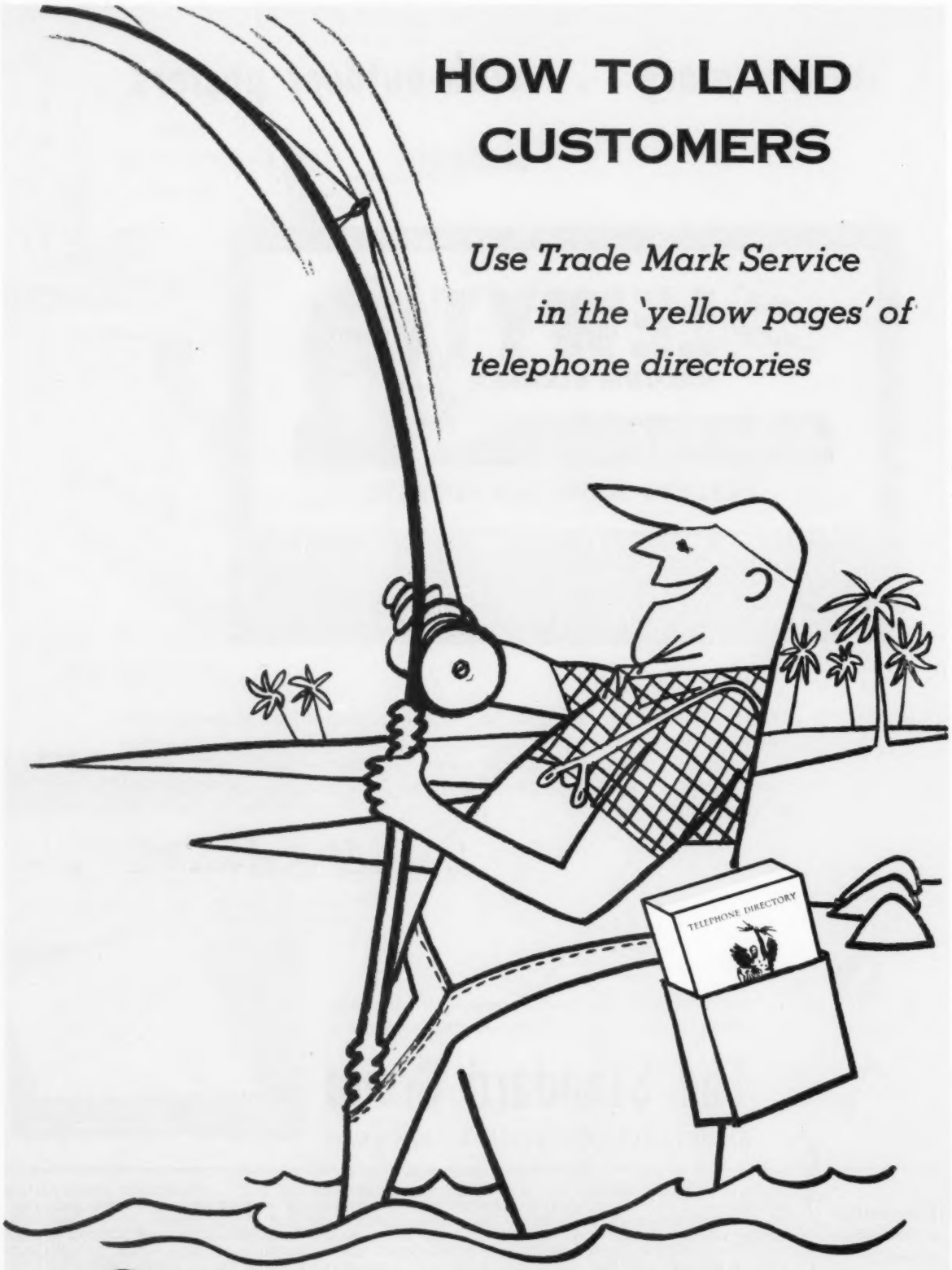
OF OUTDOOR ADVERTISING COMPANIES

serving one-fifth of the nation's consumers . . .

JOHN DONNELLY & SONS • CENTRAL OUTDOOR ADVERTISING CO., INC. • THE PACKER CORPORATION WALKER & COMPANY • UNITED ADVERTISING CORPORATION • WHITMIER & FERRIS CO., INC. ROCHESTER POSTER ADV. CO., INC. • RICHMOND POSTER ADV. CO. • E. A. ECKERT ADVERTISING CO. PORTER POSTER SERVICE • SLAYTON & COMPANY • THE HARRY H. PACKER CO. • BORK POSTER SERVICE SUNSET OUTDOOR ADVERTISING CO. • BREMERTON POSTER ADVERTISING CO. • C. E. STEVENS CO. CONSOLVO ADV. CORP. • LEHIGH ADV. CO. • MARYLAND ADV. CO. • AMERICAN ADV. CO. VERMONT ADV. CO. • STARK POSTER SERVICE • DONNELLY ADVERTISING CORPORATION OF FLORIDA STANDARD OUTDOOR ADVERTISING, INC., 444 MADISON AVE., NEW YORK CITY 22

HOW TO LAND CUSTOMERS

Use Trade Mark Service in the 'yellow pages' of telephone directories



For further information call the Classified Directory Representative at your local telephone business office or see Standard Rate and Data (Consumer Edition).

MARKETING PICTOGRAPHS

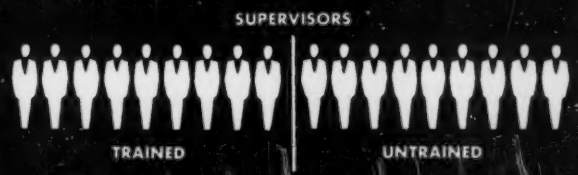
Planned by Philip Salisbury Editor

Visualized and Designed by Hile-Damroth, Inc.

HOW TO CRIPPLE A TRAINED SALES FORCE

SIMPLE: NEGLECT SUPERVISORY TRAINING

We insist that salesmen be highly trained, but what about their immediate superiors? This study shows that, of 481 sales supervisors, about half received NO supervisory training before stepping up to their present positions. Does your organization have—on paper or in operation—an A-B-C plan to develop manpower management?





INDUSTRIAL PRODUCT COMPANIES
347 immediate supervisors of 3,482 salesmen



CONSUMER PRODUCT COMPANIES
134 immediate supervisors of 5,554 salesmen

How much training was received in the supervision of salesmen before being made an immediate superior.

30.0%	NONE	64.1%
65.5%	LESS THAN 1 MONTH	23.9%
4.6%	EXECUTIVE WORK EXPERIENCE	12.0%

Would an increased amount of training in the supervision of salesmen have helped you?

79.8%	YES	51.5%
12.6%	NO	39.5%
7.6%	MAYBE	9.0%

Have you received any training in the supervision of salesmen since you took over your present job?

30.0%	NONE	55.2%
61.6%	SOME BUT NOT ENOUGH	13.4%
8.4%	ENOUGH	31.4%

PICTOGRAPH BY Sales Management
1-15-54

Source: Dr. Charles L. Lapp, School of Business Administration, Washington University, St. Louis, Mo.

HOW TO CRIPPLE A TRAINED SALES FORCE 1-15-54



One average dollar invested in NBC daytime television delivers 621 advertising impressions. The same dollar invested in the average nighttime television show makes only 303 advertising impressions—less than half as many. Clear as daylight itself is the fact that Daytime Dollars Buy More...when they're placed on **NBC TELEVISION**

a service of Radio Corporation of America

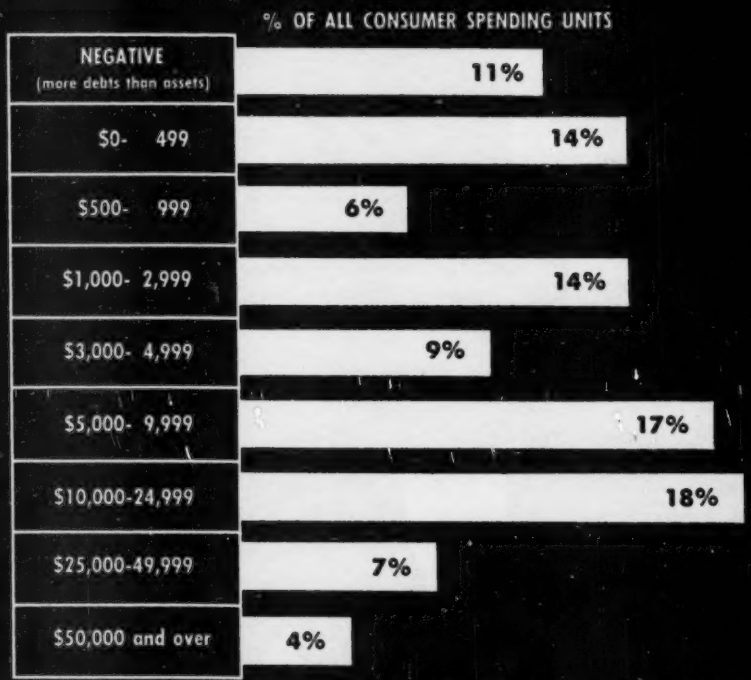
SOURCES: A. C. Nielsen Co. Jan.-April '53. PIB Gross Time Cost Jan.-April '53. Variety Talent Est. Nov. '52.

WHO OWNS AMERICA'S WEALTH?

If business should drop off slightly, are consumers in shape to continue living well?

The 54 million consumer spending units have a net worth (excess of assets over debts) of $641 billion.

Nearly half have a net worth of $5,000 or more and about one-tenth are worth in excess of $25,000.



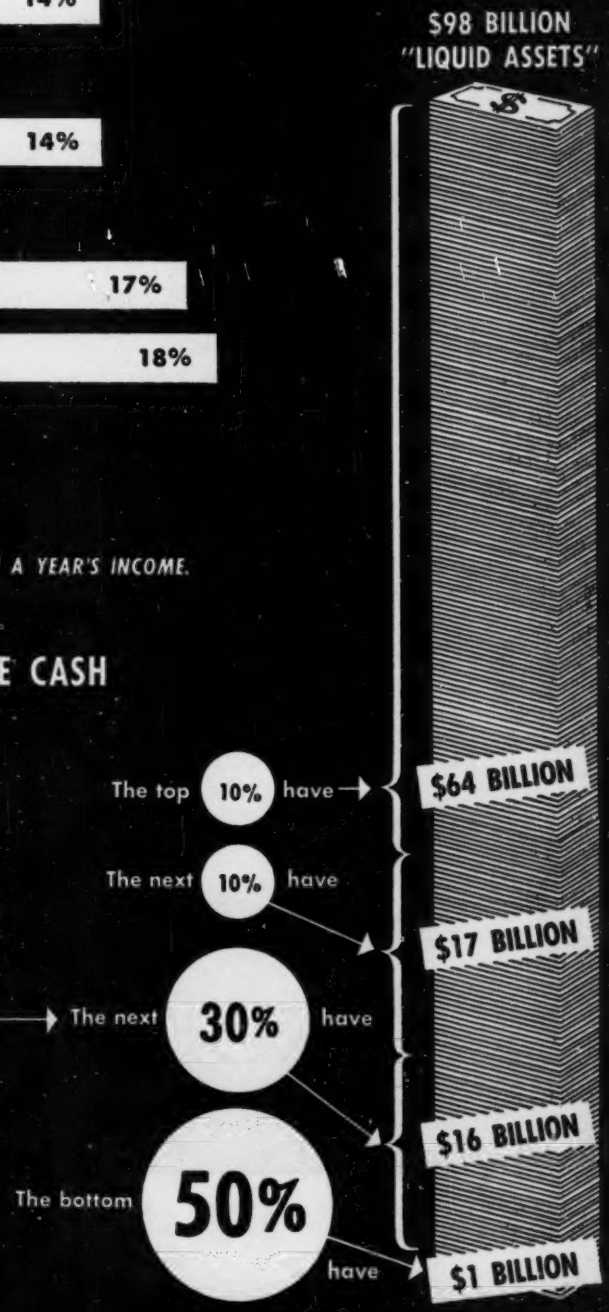
FIVE OUT OF 10 HAVE A NET WORTH GREATER THAN A YEAR'S INCOME.

THE TOP HALF HAS MOST OF THE CASH

So-called "liquid" assets (consisting of cash, U. S. government securities, checking accounts, savings accounts and shares in savings and loan associations) total $98 billion or 15% of the total net worth of consumers.

The bottom half of the income group is thoroughly solvent, but must depend upon installment payments for out-of-ordinary expenditures, or pledge or sell "solid" assets. The $98 billion in "liquid" assets are divided:

As we start a new year, 4 of every 10 consumer units were completely free of debt, and 4 of every 10 own their homes.



Source: Federal Reserve Board

PICTOGRAPH BY
Sales Management
1-15-54



The relative complexity of our company's products, and the frequency with which our conveying systems must be tailored to the specific requirements of a given job, put a premium on advanced and meticulous design engineering. Because we are always looking for ways to make our products still better and more valuable to industry, careful and regular reading of *Product Engineering* is a long-time habit with us.

Joseph H. Morrow
Vice President—Engineering
Fuller Company
Catasauqua, Penna.

THE MEN WHO DESIGN

He leads design at Fuller

HE READS PRODUCT ENGINEERING

***You* advertise here to sell the largest, most influential audience ever to vote its confidence in a design-engineering magazine**

In selecting an advertising medium to sell any industrial market, it is natural to want the best: the best gives you more for every dollar you invest. And in the product-design field, the evidence clearly shows that *Product Engineering* is more than ever No. 1.

Its *all-paid* circulation is now past 26,000, as more and more design engineers turn to this magazine for the wide-ranging job help they can find nowhere else. At least, this seems a sensible answer to *Product Engineering's* steadily growing paid circulation in a field where all other publications are available at no cost.

What's more, the exclusive editorial services which make *Product Engineering* so *wanted* a magazine . . . and therefore one that is so certain to be read intently . . . are constantly on the increase. You can find a good example of this in our Annual HANDBOOK of Product Design for 1954 issue.

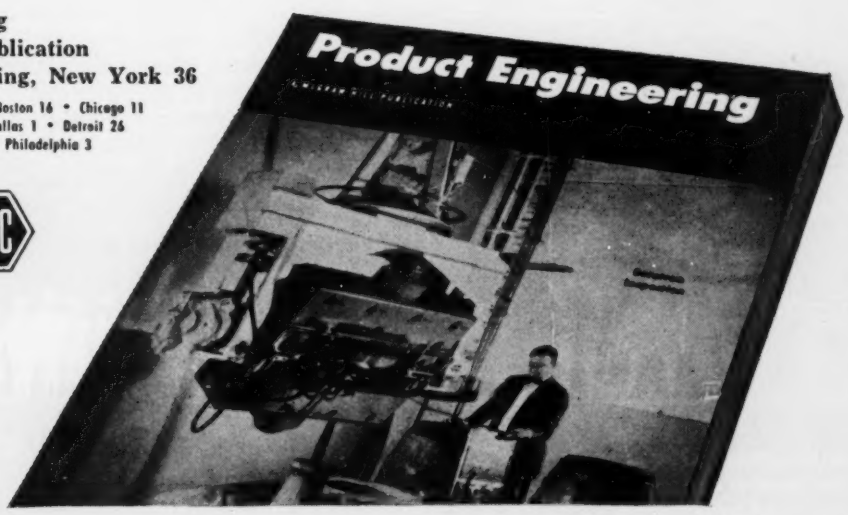
Ask your *Product Engineering* representative to show you a copy of the 1954 HANDBOOK. Then go over with him what the end result of *Product Engineering's* great editorial usefulness to its readers means to *you* in superior advertising values. He has a wealth of evidence to show you, and it all adds up to this:

If you want the most in advertising values this year, put the power and impact of *Product Engineering* behind your products. Long before the year is over, you will be very glad you did.

Product Engineering
A McGraw-Hill Publication
McGraw-Hill Building, New York 36

DISTRICT OFFICES: Atlanta 3 • Boston 16 • Chicago 11
Cincinnati 8 • Cleveland 15 • Dallas 1 • Detroit 26
Los Angeles 17 • New York 36 • Philadelphia 3
Pittsburgh 22 • San Francisco 4

ABP ABC



AMERICA'S NEW PRODUCTS READ PRODUCT ENGINEERING

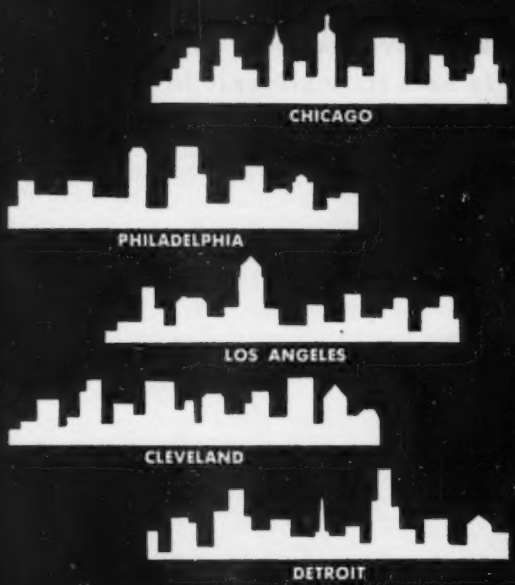
BABIES: BOOM!



Since World War II, 30 million babies have been born in the U. S.



The number of young people—under 20—in the U. S. is now 11 million greater than it was in 1940.

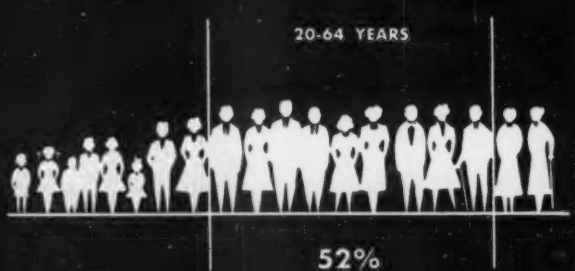


This is a growth equal to the combined populations of Chicago, Philadelphia, Los Angeles, Detroit and Cleveland.



At the other end of the curve, since 1940 the number of people aged 65 and over has risen by 4 million.

By 1965, it is guessed, only 52% of the American people will be in the 20-64 group. They will have to turn out the goods and services to provide for themselves and the 48% of the population that will be "dependent".



PICTOGRAPH BY
Sales Management
1-15-54

Source: Northwestern National Life Insurance Co., Minneapolis, Minn.

WHERE TO FISH FOR FLEDGLINGS

NOW!
reach the buyers in...

* A New Monthly
* 1st Issue-Feb.'54
* Standard size 7x10 make-up.



Get rates and full information from nearest office:

NEW YORK: 41 East 42nd St. LOS ANGELES: 6399 Wilshire Blvd.
CHICAGO: 203 N. Wabash Ave. SAN FRANCISCO: Monadnock Bldg.

also: LONDON, FRANKFURT, PARIS, ROME, TOKYO

ARMY TIMES PUBLISHING CO., 3132 M ST., N.W., WASHINGTON 7, D.C.

Publishers of: ARMY TIMES • NAVY TIMES • AIR FORCE TIMES • AIR FORCE DAILY (European edition)

WHERE TO FISH FOR FLEDGLINGS

In days past, one of the most logical methods for procuring qualified salesmen was to raid the competitor's camp. Today our colleges and universities are the best hunting grounds for ready-to-train sales talent. At least that's the composite view of 140 consumer and industrial firms volunteering recruitment information.

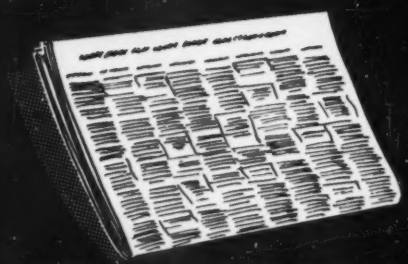
Even so, few companies depend entirely on Dear Old Varsity U in their search for sales personnel. Most surveyed companies regularly tap two or more sources to "avoid blind spots" in selecting salesmen.



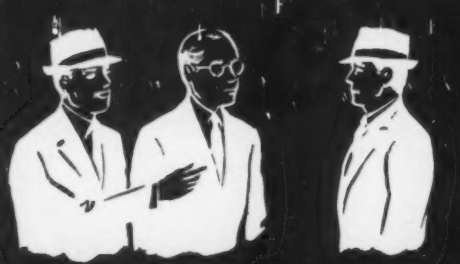
HERE ARE THE MOST POPULAR FISHIN' HOLES . . . OF 140 COMPANIES



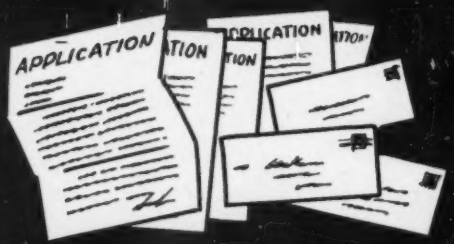
60 find and develop sales personnel in other departments within their own companies.



45 advertise for sales help in newspapers and business publications. For two companies, this is the principal method.



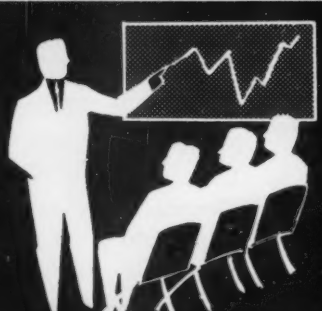
42 find valuable leads from salesmen and others already employed in their own organization.



31 screen unsolicited applications for employment.



22 depend on employment agencies.



43 of the surveyed companies require at least a year's training before full-time assignments are made.

Source: National Industrial Conference Board, December, 1953

PICTOGRAPH BY
Sales Management
1-15-54

Salesmanship Tips

Hudson Pulp's basic review of pre-approach to the successful close

"There's More Money for You Selling Blue Ribbon," is a manual issued to paper merchants and their salesmen by Hudson Pulp & Paper Corp., New York City. For the salesman it gives a close-up of the market for paper tapes, and more importantly, gives him a specific plan of action to win orders. For example:

Pre-Approach: Go into the shipping room first. Look for problems encountered by shipping room people. You should be able to offer solutions. Orders for your product then come quicker. When you know all the sealing problems of the shipping room, plan your sales strategy and then you're ready for the . . .

Approach: Buyer interest is selfish, offer the buyer *benefits*. Show him that your product will solve the problems you have found in the shipping room. Prove that your product will be a saving in time and money. Be ready with a . . .

Demonstration: Present it to two people, the user and the buyer. Show the user that your tape is easier and more efficient to apply because it adheres instantly and with tremendous strength. Emphasize the *added benefit* of the clean, wholesome odor of the Blue Ribbon Tape. Then show the buyer that it will give better protection to his packages—reduce damage claims. (The manual describes these demonstrations.) Now you're ready for . . .

Handling Objections: If it's price, add up the savings in increased speed, less waste. If it's satisfaction with present product, don't deprecate, present the advantages of your product. Then start . . .

Getting the Order: Use proven methods, you can vary the following: (1) On an objection; (2) On a minor decision; (3) On a command; (4) By summarizing. (The manual contains examples of each close.) Asking for the order with one of these definite techniques will make the sale easier . . . and you'll make them more often.

The manual is only a part of Hudson's program of merchandising assistance to dealers and their salesmen.

Be sure to place the:

TROY, N. Y., CITY ZONE

. . as a

1954

MUST

MARKET

INCLUDE THIS ACTIVE MARKET

TO ASSURE PEAK SALES IN '54

. . . a market with

- HIGH, STEADY INCOME
- INDUSTRIAL DIVERSITY
- STRATEGIC LOCATION

. . we provide:

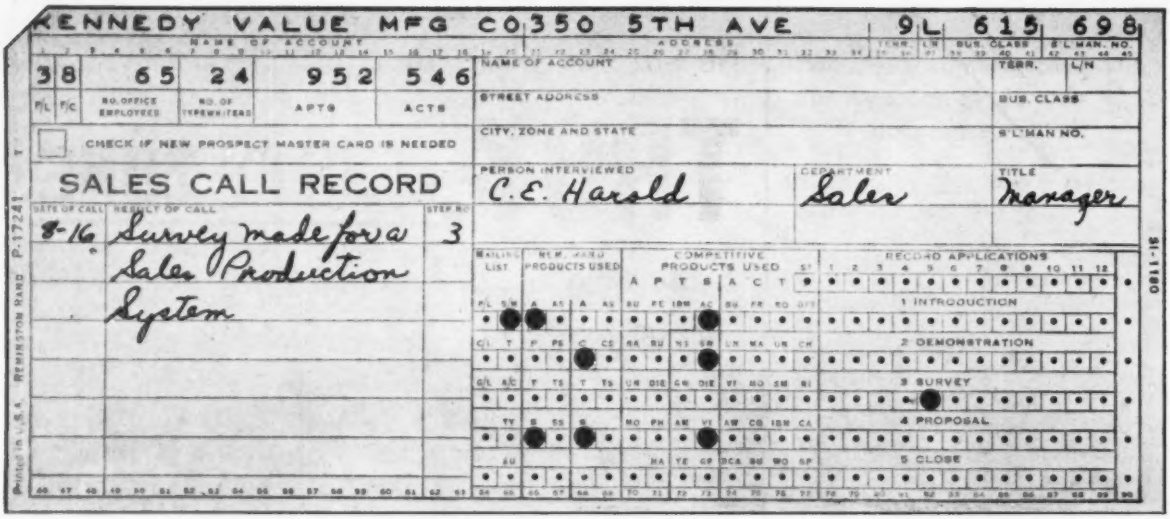
- 99% coverage of 123,300 consumers
- Circulation: 47,788— Nov. daily average
- Rate: 18c

THE RECORD NEWSPAPERS

• THE TROY RECORD •

• THE TIMES RECORD •

TROY, N. Y.


KENNEDY VALUE MFG CO 350 5TH AVE 9L 615 698

NAME OF ACCOUNT | ADDRESS | TERR. | L/N | BUS. CLASS | S.L.MAN. NO.

3 8 | 65 | 24 | 952 | 546

P/L | F/C | NO. OFFICE EMPLOYEES | NO. OF TYPEWRITERS | APTS | ACTS

NAME OF ACCOUNT | TERR. | L/N

STREET ADDRESS | BUS. CLASS

CITY, ZONE AND STATE | S.L.MAN NO.

CHECK IF NEW PROSPECT MASTER CARD IS NEEDED

SALES CALL RECORD

PERSON INTERVIEWED: C.E. Harold | DEPARTMENT: Sales | TITLE: Manager

DATE OF CALL | RESULT OF CALL | STEP NO.

8-16 | Survey made for a Sales Production System | 3

MAILING LIST | N.C.R. PAPER PRODUCTS USED | COMPETITIVE PRODUCTS USED | RECORD APPLICATIONS

1 INTRODUCTION

2 DEMONSTRATION

3 SURVEY

4 PROPOSAL

5 CLOSE

Printed in U.S.A. REMINGTON RAND P-17241 Y

SR-1100

THE UNIT CALL REPORT: This type of call record provides maximum flexibility for scheduling each day's work by each salesman. All the salesman is required to do is to write in the results of each call, and the name of the individual called upon. Then cards are punched in home office to become the basis for tabulating machine work.

Facts You Will Need to Get a Grip On Your '54 Sales Problems

Competition's stiff and getting stiffer. Your judgment about effective sales strategy can be improved only by more precise intelligence about markets, customers, prospects, the activities of your sales force. How are you organized?

BY AL N. SEARES
Vice-President, Remington Rand Inc.

Sales volume is the basic problem of every business. Fundamentally, sales volume governs every aspect of each business—its size, its earnings, its purchases, its production, its plant equipment, its capital structure, and its financial strength. Given sales, all other problems can be solved in time. Without enough sales, there soon ceases to be a business.

Patrick Henry probably never managed a salesman in his life. He did, however, define the eternal task of every sales manager in his most famous oration when he said, "I am willing to know the whole truth: to know the worst and provide for it. I have but one lamp by which my feet are guided, and that is the lamp of experience. I know of no way of judging the future but by the past."

Fact-Power for sales management is the tool which most effectively implements this task. Fact-Power lets sales managers know the whole truth so that they can provide for the best and for the worst.

This wisdom enables a forward-looking sales manager to apply his mature judgment to current and long-range problems unbeset by doubts about the accuracy of his information. Accurate facts, informed judgments; these are the contributions that Fact-Power makes to sales management. They are the cornerstones upon which the entire sales and profit structure stands.

Postwar markets are gone with the snows of yesteryear. Tomorrow's are being pulled into shape by the events of the present. Markets are people, and people have changed. Not basically, but in detail. Many are living in new towns, working at new jobs, and forming new wants.

Sales executives cannot afford to live in a dream world. They have to know the facts as they are—not as they might be if a lot of things which happened had not happened. The old market data books are useless.

New market books are undergoing constant revision. Too frequently they fail to meet specific requirements. But fact-powered sales management can bridge the gap for those who have the wits and the will to use it. It is the responsibility of every sales executive, to produce the facts he needs, not only for his day-to-day control of operations—but also as a long-range planning tool.

The first step in creating sales is to find out where sales *can* be created. Comprehensive market research and a careful analysis of the research findings are the essential steps in planning any successful sales campaign.

If we are selling a product or service to consumers, either through trade channels or direct, we must start with *people*.

In an area such as a state, a metropolitan area, a county or a city, how *many* people?

Are they predominantly urban

15 year old

makes cherry pie...

Fifteen-year-old Georgia Lou Cramer, who lives on a farm near Idaville, Indiana, is a 4-H Award-winning cherry pie maker... And believe it or not, not a single ingredient she uses in piemaking —food coloring, sugar, butter, canned cherries, flour, shortening and salt— is grown on her family's farm!



Like other businessmen, prosperous farmers are concerned with cash crops, marketing, plant maintenance—usually lack time and manpower for gardens, or raising family food...depend on the corner store or supermarket, just as you do!

Farm families are almost one-fourth larger than urban. Outdoor physical work increases food consumption. They buy more, eat more, than city people. And they make SUCCESSFUL FARMING a major medium for food and other consumer items!

SUCCESSFUL FARMING with 1,250,000 circulation reaches the nation's best farmers ...concentrates eight of ten copies of its farm circulation among top-bracket families who get 88% of the US farm dollar. SF farmers have an average cash income around $10,000 a year, 64% above the national farm average...represent a bloc of high buying power equal to another national suburbia.

In this exceptional market, general media lack the sales impact of SF. Every national advertiser needs SUCCESSFUL FARMING for its penetration, high readership, home influence ...and to balance national schedules, get maximum potential. For all the facts, call the nearest SF office.

MEREDITH PUBLISHING COMPANY, Des Moines... New York, Chicago, Cleveland, Detroit, Atlanta, Los Angeles, San Francisco.



SUCCESSFUL FARMING

dwellers, concentrated in areas physically small, or scattered in rural villages and on farms?

How much money do they have left after taxes, with which they might be induced to buy what you want to sell?

How do they divide up among the lower income, middle income and high-income groups? This question grows in importance in almost direct ratio to the selling price of your product or its "postponability." In other words, the low-income group must buy bread and may be even better prospects for that item than the wealthy families, but caviar either costs too much to ever get consideration, or at best its purchase is not an every-day necessity. The cloth coat must have precedence over the mink stole in most families; the second TV set is more postponable than the first.

Watching the Trends

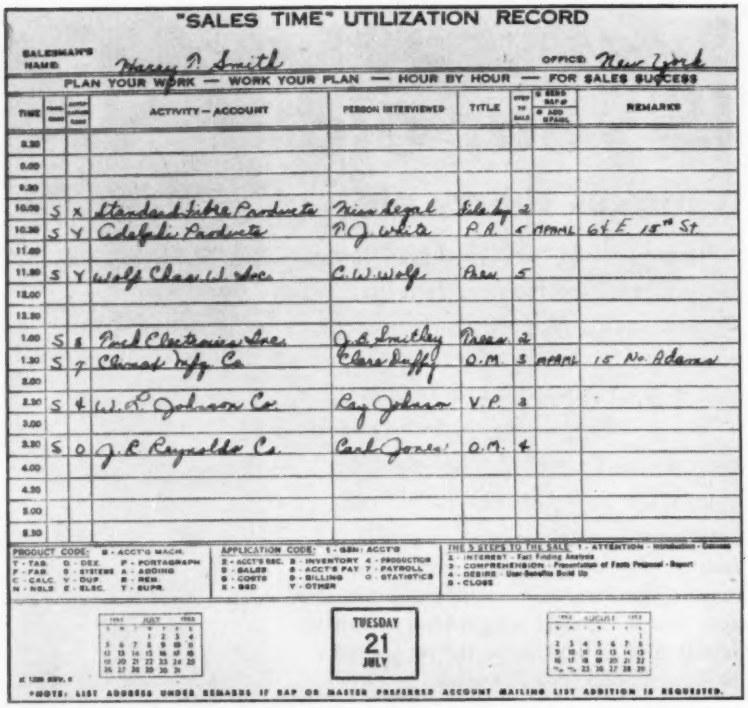
Where do they buy and *what* do they buy? If yours is a product which sells through many types of stores the best indicator will be total retail sales; if you sell only through food stores the indicator will be found in that classification of retail outlet.

Since we are trying to build solidly, and not just for today, what are the trends in each area? Is the area growing more rapidly than others in the same region—or the state, or the nation? Is it now or has it recently been a "distress area"?

Such data as I have mentioned, available annually through SALES MANAGEMENT'S *Survey of Buying Power*, with supplementary information which can be drawn from governmental sources or from trade associations, will give us the background for constructing a budget or quota for each area. It can be based on a single factor, such as population, or retail sales, or income. But most organizations will find a balanced figure more valuable—with varying degrees of importance assigned to each factor, such as SM's ready-made Buying Power Quota which is made up of five points Net Effective Buying Income, three points retail sales and two points income.

If yours is a new company, with no sales records to draw upon, your budget must be built with these outside sources.

But if you have an established business, you may modify *what should be* with *what has been*. Territory A, let's assume, produced 4% of your volume last year. The figures show it *should* produce 6%. Will you jump it to the latter figure this year or compromise by raising it to 5%?



"SALES TIME" UTILIZATION RECORD

SALESMAN'S NAME: Harry P. Smith — OFFICE: New York

PLAN YOUR WORK — WORK YOUR PLAN — HOUR BY HOUR — FOR SALES SUCCESS

TIME	ACTIVITY — ACCOUNT	PERSON INTERVIEWED	TITLE	STEP TO SALE	REMARKS
9.30					
9.00					
9.30					
10.00	S X Standard Tube Products	Wm Segal	Sls Mgr	2	
10.30	S Y Adelphi Products	P J White	P A	6	APPMT 64 E. 15th St
11.00					
11.30	S Y Wolf Chas W Inc	C W Wolf	Pres	5	
12.00					
12.30					
1.00	S 8 Ford Electronics Inc	J A Smithey	Mgr	2	
1.30	S 7 Chimes Mfg Co	Clare Duffy	O M	3	APPMT 15 No Adams
2.00					
2.30	S 4 W R Johnson Co	Ray Johnson	V P	3	
3.00					
3.30	S O J R Reynolds Co	Carl Jones	O M	4	
4.00					
4.30					
5.00					
5.30					

PRODUCT CODE: B - ACCT'G MACH. T - TAB D - DEX P - PORTAGRAPH F - FAR S - SYSTEMS A - ADDING C - CALC V - DUP R - REM. N - NOLD E - ELEC. Y - SUPR.

APPLICATION CODE: 1 - GEN. ACCT'G 2 - ACCT'S REC. 3 - INVENTORY 4 - PRODUCTION 5 - SALES 6 - ACCT'S PAY 7 - PAYROLL 8 - COSTS 9 - BILLING 0 - STATISTICS X - BUD Y - OTHER

THE 5 STEPS TO THE SALE: 1 - ATTENTION - Introduction - Calendar 2 - INTEREST - Fact Finding Analysis 3 - CONVICTION - Presentation of Facts Proposal - Report 4 - DESIRE - User Benefits Build Up 5 - CLOSE

JULY

TUESDAY 21 JULY

*NOTE: LIST ADDRESS UNDER REMARKS IF MAP OR MASTER PREFERRED ACCOUNT MAILING LIST ADDITION IS REQUESTED.

THE MULTIPLE CALL REPORT: It can be provided in the form of a calendar pad. It may be preferred, for certain types of sales organizations, to the unit call report shown on page 74. Here, as in the case of the unit call report, results are coded for subsequent posting to the customer sales record and the salesman's monthly summary of sales activities.

A great advantage of such quota selling is that it gives you a new appraisal of your old salesmen. Jones, in Chicago, has been your top volume man, and perhaps you think of him as your best salesman, but that territory is so rich in potentials that it should produce one-tenth of your volume. But Jones was good for only 7% last year. You have to rate him as being only 70% efficient. Blake of Kansas City produced 4%, not much more than half the Jones' figure, but the territory rating was only 3½%. Jones is lazier than you think, or his territory is too large. Blake might take on more territory.

In the ideal setup Jones shouldn't have a potential of 10% and Blake only 3½%. Possibilities should be far more uniform. Probably the single most frequent cause of the justified gripe is the varying degree of potentials as areas are laid out in many sales organizations.

If you sell a product or service to industry, you will be more interested in smoke stacks than in homes.

You will want to know the number of plants where your goods might be sold, their size, location, and the possibilities of expansion of plants and equipment.

If dollar volume within a specific industry is a good indicator of your possibilities, then "Value Added By Manufacture" is the best indicator. If you make office machines and supplies, as we do, then dollar volume, modified by number of plants, will be a useful guide. If you sell sanitary supplies, or work gloves, then you would want to know the number of plant workers.

These industrial data are obtainable through the Census of Manufactures, and leading factors for the largest counties are estimated annually by SALES MANAGEMENT in the same *Survey of Buying Power*.

But what I have been discussing is only the first step. Sound Sales Planning doesn't stop there.

Too often, Market Research consists merely of a map of the country divided into sales areas with certain statistics about population, employment, production, crop conditions and general marketing data. The experienced sales executive will not be satisfied with these alone. He will seek for and use professional market analysis survey reports that will:

1. Give him the name of every available outlet for his particular products and services.

2. Classify these outlets by pur-

SOMETHING MISSING...



LIKE CALIFORNIA WITHOUT THE BILLION DOLLAR VALLEY OF THE BEES



THE SACRAMENTO BEE
THE MODESTO BEE
THE FRESNO BEE

California's inland valley — 220 miles from Los Angeles, 90 miles from San Francisco — is a big metropolitan market. Two million people (who annually spend over $2 billion at retail) live in this independent, self-contained area.* You're not selling California unless you're reaching the valley. And you can reach it in depth only with its strong *local* newspapers, the three

Sales Management's 1953 Copyrighted Survey

Mc CLATCHY NEWSPAPERS

NATIONAL REPRESENTATIVES . . . O'MARA & ORMSBEE

Build your sales with



ELECTRICAL DEALER

The Appliance...Radio ...TV salesmagazine edited for ALL 3

Dealers
Distributors
Distributor-Salesmen

Total controlled circulation
41,886

Total dealer circulation
28,218

Distributor executives and salesmen
12,087

The Haywood Publishing Co.
22 E. Huron Street
Chicago 11, Illinois

Haywood publications
CCA
NBP

chasing ability and provide him with a brief history of each business—the age, and desirable executive contacts.

3. Provide data on the size of the company — its location, number of employes, lines handled and management practices.

4. Provide financial data, payment record and trend of each potential outlet.

But markets simmer down to individuals who must be reached through the sales force — your sales force. Therefore these professional reports should be supplemented by your own salesmen's progress reports in order to show you:

1. What old accounts are in existence and what they are planning in the way of new activities—or business changes.

2. What their current status is in regard to your lines of products or services.

3. What the current potential of these accounts is—and what inroads are being made by your competitors.

4. What individuals should be cultivated—and who does the actual buying.

A Basis for Quotas

These market research and progress reports provide ammunition for an attack on the sales front, but all this is worthless without continuing systematic analysis and planned action. To supplement these vital data, a study and analysis of the past and present—taken from company records —will also aid immeasurably in determining what must be done to create profitable sales. In fact, with these data it is possible for you to set up a definite quota for sales effort and volume for every territory (or county) in the country.

Only through a comprehensive market research program such as I have outlined can a plan be developed for utilization and proper integration of all the tools of selling.

This will include the national, the regional and the local advertising program.

The effect of intelligent market research is far-reaching. It may be termed an "insurance policy" for profitable marketing. A few of the contributions it makes for company success are:

1. The company is able to build its marketing structure on facts instead of on surmises, "hunches" and a mere study of past experiences.

2. Sales executives, salesmen and employes generally are given greater confidence if sales operations are based on comprehensive research.

3. Operating executives in departments other than the sales department are provided with useful information about the probable trend in consumer sales.

4. The alert sales manager can forecast periodically the sales by commodity classes (or by items) in order to assist the advertising, sales promotion, production and stock department managers to co-ordinate their activities with those of the sales department.

5. The findings of research provide facts for technical research regarding changes in the design and construction of company products.

After the markets have been discovered and analyzed, the next step naturally is to put into operation a sales production control system that will capitalize on the data obtained and institute concerted action that will:

1. Show the definite quota set up for each sales territory, each salesman and each account.

2. Insure complete coverage of every sales area.

3. Increase business from active accounts.

4. Eliminate or (where policy forbids elimination) reduce unprofitable accounts.

5. Increase the amount and percentage of trading profit to gross sales.

6. Decrease the cost of getting market facts.

7. Decrease the cost of inquiries from direct mail campaigns.

8. Eliminate or materially reduce unproductive calls.

9. Provide data for tabulating the percentage of quota sold—by commodity classes, by type of customer, by districts or counties, by population groups.

10. Provide data for tabulating the percentage of increase or decrease in sales over the previous year—by territory, district, county, and nationally.

11. Release a larger share of the sales manager's time for creative thinking and effective action.

That's a pretty large order but it can be done if the facts about markets and sales activities are properly organized, if quotas are established and if the record is used constructively.

"I was taught young the potency of truth — that it would prevail. The raw material of truth is facts. Statistics are not mental exercises, they are the first step to right decisions, to enlightened action, to progress itself."
—Herbert Hoover **The End**



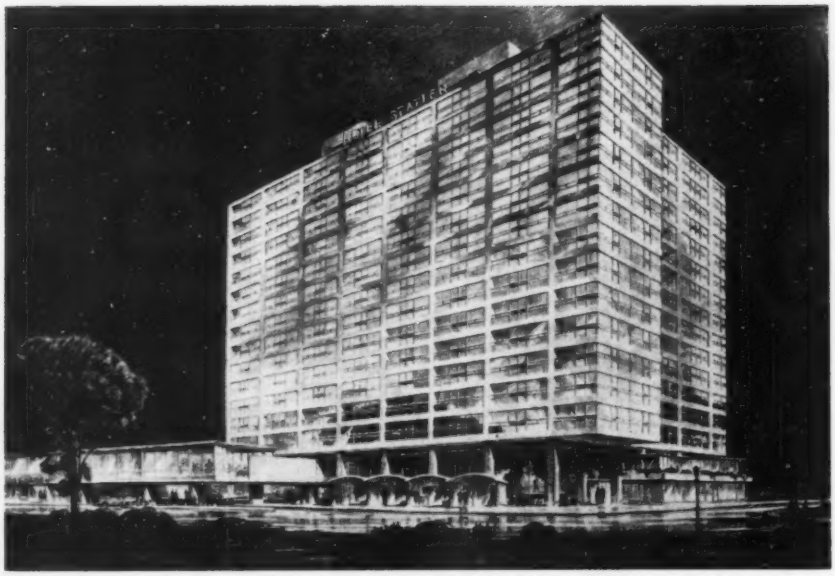
***LOS ANGELES** County is second in the nation in total drug store sales—second only to New York City's five counties and surpassing Chicago (Cook County), Detroit (Wayne County) and Philadelphia (Philadelphia County) in that order. The Los Angeles market accounts for almost $200,000,000 in drug store sales volume annually in an area populated by more than four million people. The Los Angeles Times is the leading newspaper in this market—first in advertising, first in circulation.*



This is the Paper for You

Here are the pertinent *Firsts* registered by The Times in its field: IN ADVERTISING: Drugs, Cosmetics and similar categories; Total advertising, Retail, Display, General and Classified—93 out of 114 Media Records Classifications. IN CIRCULATION: Daily, Sunday and number of home-delivered subscribers.

Represented by
CRESMER AND WOODWARD, NEW YORK, CHICAGO, DETROIT, ATLANTA AND SAN FRANCISCO



LAST WORD: America's most modern hotel, the Hartford Statler, will be ready for occupancy next summer. The 455-room structure features the "panel wall" development used first in the United Nations buildings and Lever House.

New England Takes an Atomic Tonic

The launching on January 21 at Groton, Conn., of the submarine "Nautilus," world's first means of transportation powered by nuclear energy, may begin a new day for New England industry, a day dominated by newer industries such as plastics, electronics and wider use of nuclear power.

North of here in Canada, eyebrows go up when journalists talk about a boom. "This is no boom," they say, "This is just ordinary growth." Here, down East, mention of a decline in New England gets just as vigorous reaction, and the admonition, "This is no decline—New England's doing fine—for New England." And the evidence along the tree-lined roads, in the old and gracious towns and in the savings banks proves the New Englander to be right in many ways.

It is true that the textile industry is in bad shape, that third- and fourth-generation owners—no longer close to their factories or their communities—act like proverbial absentees; that the population movement is away rather than toward New England; and that the South, growing by leaps and bounds, is climbing partly at New England's expense.

That's the dark side of the New England story, but it's only one side. Much of the difficulty is more a matter of relative statistics than of a real decline. For instance, when this was the cradle of liberty, Boston and the Massachusetts area had about 90% of all American industry. In *relative* importance New England has been declining ever since but, in reality, New England has also (Akron and Detroit notwithstanding) become the most highly industrialized area in the western hemisphere. It should remain that way, but with the emphasis on new industries where the area's particular skills and educational resources create an advantage.

At one time most of the country's wealth was concentrated here. Then the bonanza country moved further and further west, and New England's proportion of national wealth started a decline which has not yet stopped. But that seemingly discouraging statistic should not be interpreted as meaning that New England has let its patrimony slip through its fingers. Assets in New England financial institutions ran to $34 billion in 1952, about one-eighth the assets in the entire nation. Down East that is reflected in the fact that New Englanders, compared with the rest of the country, own more than their share of telephones, radios and television sets and show a higher percentage of home ownership.

New England is obviously not on the ropes. But nevertheless New England is in trouble. It is real trouble, but of a kind which New England has surmounted in the past. New England survived the decline of whaling, the mainstay of early rocky seacoast settlements. It weathered the end of privateering, smuggling and the slave trade, and in that transition New England became, if not less puritanical, then a lot less hypocritical. On each of these occasions and again when steam drove her beautiful white canvassed clippers off the seas, New England learned more about the trick of adaptation to changed circumstances. That quality is today being called upon again.

For, as all the world knows, New England, long mainly dependent on textiles, to survive in prosperity, must adapt itself to an economy in which soft goods have lost that relative importance. New Englanders could hardly escape knowing that fact

BY A. G. MEZERIK
Roving Editor, Sales Management



LOBSTERS, LUMBER, POTATOES . . . they're not the whole Maine story. Here are the Saco-Lowell Shops at Saco, one of the largest textile machinery plants in the world.

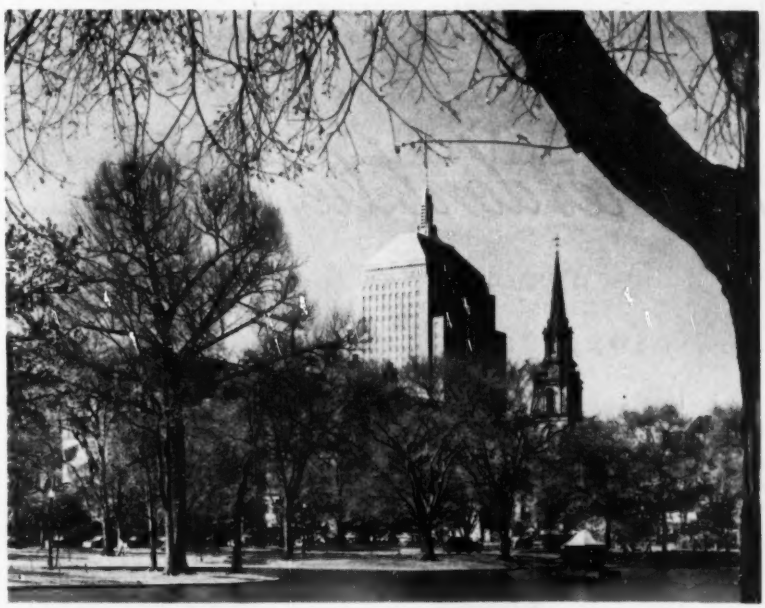


NEW ON THE INDUSTRY FRONT in New England is an expanding electronics industry. This development is offsetting the weakened picture in textiles. Here's one of several new Raytheon installations . . . it's in Waltham.

since it has been hammered home by a long line of lugubrious editorials and articles in national magazines. These writings have been more in the mood of condolences on hitting reefs than of charts toward safer waters. However, New England itself has seen the direction which its effort must take.

New England's future, as seen by New Englanders, is implicit in the facts of New England life. Having no raw materials, New England cannot hope to become transformed into a heavy industrial center of the Pittsburgh type. Having too limited access to the great and growing southern, central and western domestic markets, its future does not lie in mass production of the Detroit type.

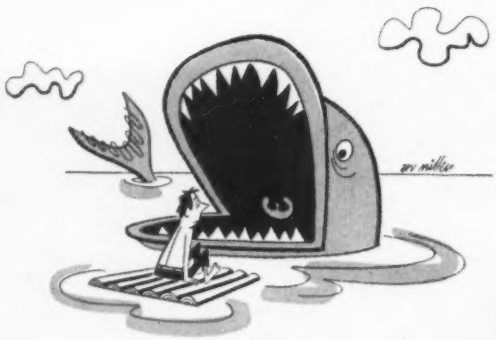
New England may not have what it takes for these pursuits, but it has other values and resources. New England can boast of high skill at every level—from the world's greatest concentration of "long hairs" and scientific facilities in her ivy-clad universities, to the Rhode Island craftsmen who make America's jewelry. New England's skills and educational resources are a legacy from America's oldest and richest industrial area. It is a rich legacy since the resources of brains and skills, properly used, spell out an industrial future in which New England makes high unit value goods for all America and indeed for much of the world. And since New England's other legacy is in cash—from whaling, smuggling, slave trading and textile manufacturing—New England has a tremendous pool of capital and can finance her transition into her own industrial revolution, 1953 style.



FINANCIAL STRENGTH in New England is symbolized by the new John Hancock Mutual Life Building in Boston. New England is the depository for one-eighth of the nation's bank, insurance and investment trust assets.

"Foreigners" to a considerable extent have shown greater faith than the scions of New England's old families. Westinghouse, for example, announced in November a $4 million expansion program for its appliance division plant in Springfield, and the plant manager remarked, "In spite of all the stories we hear about industry leaving New England, Westinghouse

Got a moving Problem?



Hold on!

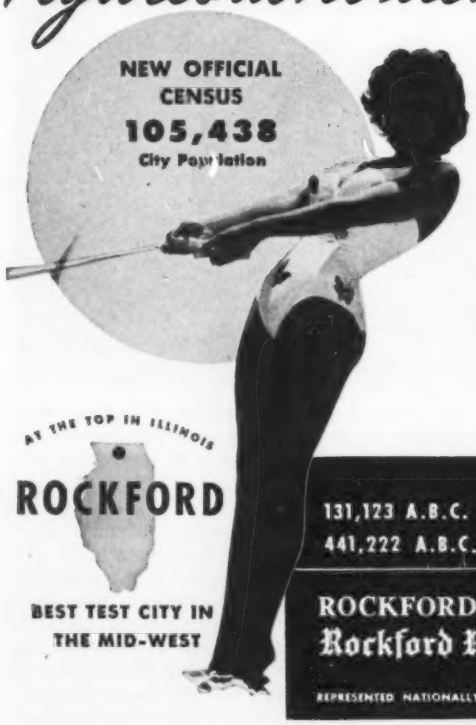
Call AMERICAN RED BALL MOVING SPECIALISTS *first* for home or office transit! Everything's *safe*, yet cost is LOWER THAN MOST! Consult the yellow pages of your 'phone directory for your nearest AMERICAN RED BALL agent! FREE PERSONALIZED ESTIMATE!

Rely on AMERICAN RED BALL

TRANSIT COMPANY INC.

PIONEER NATION-WIDE MOVERS

Figures don't lie...



Though Rockford, Illinois is the 100th city in the U.S. population-wise, it rates 31st in Net Per Capita Effective Buying Income. This income, coming from 422 diversified manufacturing industries, and a wide and rich agricultural area, makes Rockford a top market for your product. The Rockford Morning Star and Rockford Register-Republic will give you complete and effective coverage. Write for the latest Consumer Survey of your product in this area.

AT THE TOP IN ILLINOIS

ROCKFORD

BEST TEST CITY IN THE MID-WEST

131,123 A.B.C. CITY ZONE

441,222 A.B.C. RETAIL TRADING ZONE

ROCKFORD MORNING STAR

Rockford Register-Republic

REPRESENTED NATIONALLY BY BURKE, KUIPERS & MAHONEY, INC.

is planning to be around for a long time. Our Sturtevant division at Hyde Park is now contemplating a major expansion, and only a couple of years ago our lamp division moved into its new 35,000 square-foot warehouse and office building near Boston."

Many people in New England see the trend. On every side businessmen—in a Chamber of Commerce style more reminiscent of Texas than of New England—talk about the dawn of the electronic age, the industry it will spawn, and the blessings it will shower upon all. Bostonians have switched from "Breakfast Talk," Oliver Wendell Holmes style, to equally animated but much more technical conversation about transistors, and the myriad uses to which these mighty mites will be put.

The research capital of this dizzying new world has already been established. It has its feet deep in hallowed ancient ground on the Charles River between the Massachusetts Institute of Technology and Harvard, and it draws on the immense resources of both great institutions. The proper Bostonians call this strip "Trillion Dollar Row." A label such as "Trillion Dollar Row" and talk about "high-adventure" industry based on pushing research frontiers back, gives the impression that New England is in the throes of a spree in which, contrary to all her traditions, rose-colored hope takes the place of accomplishment. But "Trillion Dollar Row" is very real. On this strip impressive buildings house large international research organizations that are owned by and serve industry.

Expanding Electronics

As an earnest to the future towards which she builds, New England, marrying its educational institutions to the needs of industry, now has one-sixth of all the nation's research industry. She already has one-seventh of that electronics industry which she hopes some day to dominate.

If education, skilled labor and capital could, by themselves, do the trick, New England might well accomplish her aim. But New England has still another handicap. Without coal or hydro power, electricity is expensive, but the area seeks to turn that grave handicap into an advantage, via atomic energy. In sober New England, where flights of fancy concerning dollars and cents are supposedly rare, there is a buzz of talk about being the first region of the country which will produce and use atomic energy for peaceful purposes on a



Make Them Want Things

"It used to be that people in this country bought things because they needed them. Not any more, our people do not need anything. It is what they want that causes them to buy now, since we are over post-war shortages. It is the discretionary power of the consumer to choose what he wants that is the important thing to recognize in selling today.

"This simply means that from time to time entire industries will find the consumers in this country stop buying their products and switch over to other things. They'll do it because they have bought enough of them, or they will decide that the prices are out of line with other things, or they may put their money in the bank. Our problem in the future is to make them want our things more than anything else; unless we can do that we won't sell them." **William A. Blees,** v-p—sales, Avco Manufacturing Corp., to the Boston Conference on Distribution.

large scale—and the talk is not without point.

The *Boston Herald* makes that point this way: "Our power rates are already so high that new expensive power could become competitive here at a price that wouldn't be saleable elsewhere in the country." And to demonstrate that atomic energy is to be developed in the good old New England way, the *Herald* said: "We must begin to plan for the day when our chance to get the jump on the country comes. . . . The obstacles in the way of private atomic power . . . can be conquered best by reverting to our old and tested system of private industry, by allowing private concerns to go to work, to build experimental models . . . "

This journalist was more than a little interested in all this talk about utilizing the atom for power. "Would the power companies of New Eng-

Moving? Call...

YOUR ALLIED AGENT



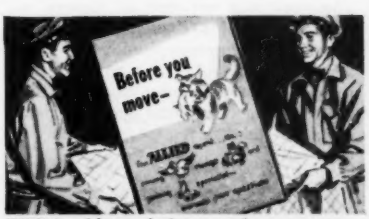
no. 1 specialist in local moving!



(and long distance, too!)



Courteous service and the utmost care in handling your precious possessions—these are the principles that guide the uniformed driver of your Allied Agent assigned to serve you on moving day.



FREE Booklet to help you plan your next move. Get your copy of "Before You Move" from your local Allied Agent. See classified telephone directory. Or write Allied Van Lines, Inc., Broadview, Ill.

land sponsor and pay for this expensive innovation?" The answer was a definite "no." The power companies do not have to invest huge sums in untried fields. They already have all the business there is. "Who then will make the huge investment required?"

The question is answered in this way: "The chemical industry, the big new giants, will come in to challenge the power companies. Here in New England they can make that challenge since they can charge rates higher than would be obtainable anywhere else." And, according to some important people who ought to know, Monsanto Chemical has expressed real interest in doing just that.

In this roundabout way, this, the oldest part of the United States, may be the region where the newest scientific discovery makes its first great contribution. For New Englanders the idea of being the first area in the country to utilize atomic energy has several meanings. There is, of course, the very practical effect of providing cheaper energy. There is also the equally pleasing prospect of making some significant reading in the history books of tomorrow.

There is another meaning. If it gets atomic energy first New England will have a headstart in learning how to use and make the things required for creating, harnessing and distributing atomic energy. And, conscious of the importance that this may have, New Englanders see their skills, education and capital put to work making all the things which a tremendous atomic energy industry will require.

But most of that is in the future. New England's sick spot now is textiles, and it must be treated and cured. For textiles are, as yet, important. Though outmanned by New England's combined metal users, the textile industry is still New England's largest single employer. In more than 100 Yankee cities and towns textiles normally furnish the bulk of local employment. In the six-state area the industry accounts for one factory job in every six and for one in every 12 jobs of all kinds.

While employment in the textile industry dropped from 253,000 in 1939 to 225,000 in 1952, the combination of all the New England metal-using industries, the area's fastest-growing group, *gained* almost 350,000 workers. A large part of this gain took place in textile areas.

In the Pittsfield area, for example, the General Electric plant has absorbed nearly all of the unemployed textile workers and at wages materially higher than those paid in the closed-down textile plants. In such former all-textile cities as Lawrence, Nashua, Fall River and New Bedford other industries are slowly replacing stricken textile factories, but much remains to be done. The area received a jolt on New Year's Day when American Woolen announced that it was quitting New England. New England has suffered, and is suffering now, from the textile drop.

State Commissions Active

In the effort to alleviate this situation, New England is doing several things. Unfortunately they are not all on the high level of the selective pattern of growth which characterizes the effort to build the electronics, the atomic and the plastic industries.

In some New England capitols, there is more than talk designed to entice out-state manufacturers to settle with inducements such as low wages and "good labor relations." If this particular government effort does not warrant applause, another more constructive result of the crisis has been to prod New England's state governments into showing real solicitude for that industry which they still have.

Every one of the New England states now has its own development commission. Each has also passed laws which have enabled finance out-

How to Get Profitable Export Business

without the bother and expense of operating your own export department

For 40 years the Imperial Export Company has been procuring good overseas business for well-known manufacturers of various types of durable goods.

The Imperial Export Company functions just as though it were the export department of each manufacturer for whom it sells overseas — but Imperial assumes all financial responsibility, does all the selling, advertising and paper work.

Our facilities are ideally suited to the manufacturer who suspects that there is business to be had in foreign lands, but is reluctant to undertake the managerial and financial burdens of establishing his own export department.

Or, for the company that has attempted to secure foreign business through its own facilities and hasn't been able to make its export operation pay, Imperial services may provide a profitable solution.

We handle all export details, take care of all sales and advertising effort, travel expenses and financing of sales to overseas customers.

We make out all documents such as consular invoices, export licenses and fulfill all legal export requirements.

For most of the companies we represent, we correspond in the name of that company and act just as though we were a part of the company. Thus, if it eventually appears economically feasible for them to take over the export operation on their own, they will find their products and their company name already established.

The arrangement is very simple

It's just as though you were to acquire a new, financially secure customer in the United States.

We buy from the manufacturers we represent, right here in New York. We pay them in cash, or on whatever terms they state. Then we take care of financing the overseas sales operation, making our own arrangement with foreign customers, giving them the facilities for payment and, in fact, doing everything that the manufacturers we represent would do themselves if they were engaged directly in the export business.

Here are some of the companies we have represented for more than 10 years:

Brockway Motor Company—*manufacturers of trucks and cabs*

Pneumatic Scale Corp., Ltd.—*packaging and bottling equipment*

New Jersey Machine Corp.—*labeling equipment*

Metallizing Engineering Co.—*complete metal spraying equipment*

Peter Pirsch & Sons—*fire fighting equipment*

Municipal Supply Co.—*street cleaning and road building equipment*

Spicer Manufacturing—*automotive equipment*

Metal Office Furniture Co.—*desks, filing cabinets and chairs*

The Sturgis Posture Chair Co.—*office chairs*

If you are a manufacturer of durable goods and feel that there might be export business that you'd like to have, but don't want to saddle yourself with the problems of an export operation, please write and enclose literature about your product. A brief exchange of correspondence will determine whether or not a mutually profitable arrangement can be concluded.

THE IMPERIAL EXPORT COMPANY, INC.
Established 1913
44 Whitehall St., New York 4, N. Y.
WHitehall 4-8577

New England Has only 1/16 of the U. S. A. Population—BUT:

- 1/2 of the nation's newsprint
- 1/3 of the shoe and leather industry
- 1/3 of the plastic products industry
- 1/5 of the textile mill labor force
- 1/6 of the research industry
- 1/7 of the electronics industry
- 1/8 of the nation's assets in its banks, insurance companies, investment trusts
- 1/11 of all manufacturing workers

fits of a type somewhat similar to RFC—but privately run—to come into being, both on a local and statewide basis.

Massachusetts has a newly formed development commission which, in its very act of creation, demonstrates how broad is the recognition of the need. Originally proposed by the Democrats and opposed by the Republicans because of its alleged New Deal character, it was nevertheless created quickly after the Republicans came into power. This law and the laws to enable private capital to form RFC-type lending institutions were backed by everybody.

New England's bankers, known for their conservatism, pledged money quickly for this risky investment—in full recognition that if private capital didn't do the job, labor would soon force the state to do it. These institutions, all fairly new, are empowered to do almost unrestricted and highly speculative lending at the local level. Up to now, the largest percentage of the money has been loaned to enable New England towns to keep textile manufacturers who threaten to move out and take with them the payrolls so vital to the towns. Part of the funds also go to entice new manufacturers. All this, obviously, is a private enterprise New England variant of the method by which the South used public funds to induce New England's industry to move into new buildings below the Mason-Dixon Line. That the method has possibilities in New England was seen in Nashua, New Hampshire, where a large textile enterprise which had moved out was replaced by a diversified group of smaller units.

Using all these approaches and relying mostly on her traditional capacity to adapt and adjust, New England is working its way out of its textile mess and into the world it wants to make in the field of the "new frontier" industries which are based on research. Meanwhile there are more traditional industries and pursuits which need sympathy from nobody. The makers of machinery and machine tools and the workers who build them have prospered well. Insurance is America's fastest growing business—and Hartford, Boston and Providence almost spell insurance.

Looking outdoors, if New England agriculture—except for a specialty or two not including potatoes—is not doing too well, commercial fishing has been modernized and lobstering provides a living for an increasing number of people.

Lobstering also provides delicious nourishment for ever-growing numbers of vacationers and tourists who begin their New England trek at the Sound in Connecticut and follow the sandy shore around Cape Cod up Maine's wooded and rocky strand to Canada. Year by year the tourists come in greater numbers, as well they might, for nature along the coast or inland, in the mountains and hills, is a kindly hostess in New England. And New Englanders, are kindly hosts too, who by providing a proper setting for visitors have created a setting of incomparable charm.

Those of us who are not New Englanders get, when we go there, from sight of steepled village and town, a feeling of New England's capacity to endure. A look below that lovely surface confirms that impression. New England is run down a little because of a hard economic winter, but it's nothing that a tonic (perhaps no harder to take than sulphur and molasses) won't cure.

The End

Is there enthusiasm for your product at the

Retail Level?



ACB Newspaper Research Services will tell you . . . how much . . . where . . . from which dealers

● The great bulk of all branded goods is sold through retail stores located in the 1893 cities in which daily newspapers are published.

ACB can tell you what retailers are pushing your brand by advertising it locally in their daily newspapers—give you complete details in report form—supplemented if you wish, by actual tear sheets.

And at the same time, your ACB report can tell you what support your competitors' dealers are putting back of the lines they handle.

Watch mass retailer enthusiasm through ACB Reports! It's at the retail level that your brand moves forward or slips back. It's at the retail level that your promotion effort can bring rich returns.

ACB offers 14 important services based on newspaper research. These services have the utmost flexibility. You can have them cover the entire country or a single city. You can order these services continuously or intermittently.

Send for ACB's Catalog. 48 pages. Describes each of ACB's 14 Research Services. Gives many case histories; cost of service, or method of estimating; complete directory of dailies; U. S. Census of retail stores. It's free! Ask for it today.

ACB reads every advertisement in every daily newspaper

ACB SERVICE OFFICES

79 Madison Ave. • New York 16
18 S. Michigan Ave. • Chicago 3
20 South Third St. • Columbus 15
161 Jefferson Ave. • Memphis 3
51 First St. • San Francisco 5

ACB

The ADVERTISING CHECKING BUREAU INC.

Good Old-Fashioned Selling . . . What Is It?

More famous and successful salesmen give their ideas on the kind of salesmanship needed now*.

Call it by the above title—or call it "new, good-fashioned selling"—there can be no disputing the fact that to overcome buyer apathy, high inventories and perhaps minor declines in employment and disposable income, we shall need selling which is different and decidedly better than what has gone by that name in the past decade. As a refresher for the oldsters and a new gospel for those who have never gone through a tough selling period, SM is proud to present the ideas of this distinguished panel.

Even the Old Hands Must Brush Up



By Don C. Mitchell
Chairman of the Board
Sylvania Electric Products, Inc.
New York, N. Y.

A few years back he was called the youngest President of a major corporation; it's said of him now as Chairman. Like Paul Hoffman and Clarence Francis he illustrates the trend toward elevating *sales*-trained executives to the top. His early sales experience was with McGraw-Hill, Marshall Field, American Can and Pepsi-Cola.

Good old-fashioned selling means far more than simply selling your product; it means helping your customer sell *his* product.

The same kind of sales thinking which brought in orders in the Twenties and Thirties will bring in business today and tomorrow, but this involves some painstaking research about your prospect. It requires the studying of his business in such a way that you, the salesman, can determine what *your* product can do to help him sell *his* product.

This may seem extremely fundamental to experienced salesmen, but we have had a sellers' market for so long that even the old hands may well find that they need to brush up on their selling techniques. We're moving into a buyers' market again, and that will give salesmen the wonderful opportunity to do what they have been paid to do, but haven't had to do for entirely too long—and that is to *sell*.

We Must Be Smarter Today



By G. J. Ticoulat
Vice-President
Crown Zellerbach Corp.
San Francisco, Calif.

"Tic" exemplifies the successful sales executive who never stops learning. At 50 and holding a sizable, responsible position, he went to the Harvard Graduate School of Business Administration for special advanced management courses. An officer of N.S.E. and member of the Anglo-American sales team in Britain four years ago.

Now that most of us are facing competition again with an adequate supply of almost everything, we find ourselves in a position where we must get back to "selling," which many of us refer to as "good old-fashioned selling."

One thing that is apparent to me today is the fact that the average newer and younger sales executives have, perhaps, a higher level of education than many of the old-time sales managers, and have made at least a theoretical study of the problems of sales management and the techniques and methods employed therein.

I believe those who survive will be those who are conscious of the necessity of proper selection, proper training, proper use of sales promotion, advertising and market research. They have, in addition, the ability to inspire and lead their men. It doesn't seem to me that selling is going to be a great deal different than the "good old-fashioned selling" days before the war, but we are going to have to be a little bit smarter than we were then, and make better use of the improved techniques and methods available to us because we cannot afford to make too many mistakes.

"Down-to-Earth" Selling Needed



By Graham Patterson
Publisher
Farm Journal, Inc.
Philadelphia, Pa.

A major reason for the success of the publishing properties he heads, *(Farm Journal, Town Journal)*, is that he has understood more clearly than most publishers that no advertiser buys a medium unless he wants the market served by the medium. Note his third paragraph.

You speak of the need for a return to "good old-fashioned selling," but I believe the need is really for a return to just plain down-to-earth selling. In the sellers' market that has existed for years there has been no necessity to *sell*: The salesman was little more than an order-taker.

Today conditions are different. Production has caught up with demand. Prospects no longer pant impatiently for products. The order-taker must become a salesman to survive.

Real salesmanship must always be the art or science of inducing "the other fellow" to buy what you have to sell. And, before you can hope to make him buy, you must first make him *want* it.

Americans have more of more

*(Part III of a three-part article. Part I appeared in SM, December 15, 1953; Part II, January 1.)

ONLY THE DALLAS NEWS COVERS THE DALLAS MARKET

The Dallas Morning News is the only newspaper that covers the 3¼-million population, 72-county Dallas Market that looks to Dallas, that buys in Dallas, that visits with Dallas each morning through The Dallas News.


The Dallas Morning News

PART ONE

BIG HURRICANE IN

Circulation, 183,583 — Sundays, 190,318

DALLAS' LARGEST NEWSPAPER • More people buy The News... more people read The News... more people are influenced by The News than any other North Texas newspaper.

CRESMER & WOODWARD, INC., NATIONAL REPRESENTATIVES • New York • Chicago • Detroit • Atlanta • Los Angeles • San Francisco



Step ahead in this five billion dollar market with Foundry's

PLUS 5 SERVICE

If you sell or are planning to sell to the dynamic foundry industry, FOUNDRY's PLUS 5 Service can help you stimulate sales in these important ways: 1. Analyzing the market, 2. Studying sales territories and potentials, 3. Building a constructive sales program, 4. Establishing a sales control system, 5. Developing a progressive and effective sales promotion program. PLUS 5 gives you the help you need to round out and perfect these important sales development factors . . . add impact to sales effort directed to the 6000 foundries in the U.S. and Canada.

The complete story of this unique, workable sales development service is yours for the asking.

CCA

NBP

HOW TO SELL THE FOUNDRY MARKET

This 64-page marketing guide contains data on foundries and marketing areas helpful in determining your sales opportunities and planning your sales program to this 5-billion dollar industry. Wouldn't you like to see a copy?



More than a magazine . . .

. . . a complete sales development service

FOUNDRY • Penton Bldg. • Cleveland 13, Ohio

things than any other people. But we were not born with a burning desire for automobiles, radios, television sets and the hundreds of other things that we consider necessities but which are classified as luxuries in other lands.

We enjoy so many useful things because someone *sold* them to us. They are the end result of aggressive advertising and aggressive (or "good old-fashioned") salesmanship. Advertising itself is mass salesmanship.

To sell a product, a salesman must first make his prospect *want* it, and this he cannot do until he first familiarizes himself with the product and the advantages it offers the prospect. So, If I were asked to advise a young salesman starting out on his career today, I would say to him: "First, learn everything you can about your company and your product; study its advantages, what it will do for your prospect, how it will benefit him—for effective selling must always be in terms of the prospect's needs. This means plugging; it means making that late afternoon call instead of postponing it until the next day; it means making as many calls in a day as is humanly possible. Work hard for your product and the law of averages will work for you."

In the final analysis, good old-fashioned selling simply means convincing the prospect that he will be better off *with* the product than without it.

This is a Salesman's Market



By James J. Nance, President
Packard Motor Car Co.
Detroit, Mich.

Packard made a "first" when it reached out of the automobile industry to lure Jim Nance away from Hotpoint's top post. Prior to that he was sales head of Zenith.

The economy is still on a high plateau in terms of production, consumption, income, savings and just about every other yardstick. I believe we can keep it on a high plane. We can only do so, however, by creating demand.

We are in what I call, for lack of a better term, a *selling economy.* I use that term to differentiate between two more commonly described markets—a "sellers' market" and a "buyers' market." In a sellers' market, purchasing power is in excess of production. In a buyers' market, the opposite is true—capacity to produce excess purchasing power. *In a selling or salesman's market, we have production and purchasing power in approximate balance at a high level. That is where we stand now.*

What has been happening in the motor field shouldn't have been a great surprise to anyone. The automobile industry had not had to sell its production for 13 years. In that time its marketing skills went to pot. New salesmen weren't trained to sell against rear competition. Old-line sales managers passed out of the picture or became soft. Replacements were not developed. They weren't needed. Many of today's dealers have come into the business since World War II. They have the asset of youth but they have not yet had the competitive experience to enable them to move the volume their factories can produce. Many do not have as much capital as they need. High postwar taxes prevented them from accumulating it in the lush years when they normally would have. Many older dealers do not want to pitch as they did before the war. They have the capital but not the will.

Dealers will have to add to their sales personnel; not cut back. They will have to return to personal selling and doorbell ringing to get prospects. In a competitive market, automobiles are sold by prospecting them in person and by telephone, and by demonstration. Dealers can't be storekeepers waiting for someone to come in and buy. And they can't create demand at a fair price simply by advertising that they will cut prices or allow a better deal than anyone else in the business can afford to give. That isn't creating demand, nor adding value in the prospect's eyes to what you have to sell! These merchandising tactics are hopelessly inadequate substitutes for efficient marketing.

This may seem like a pessimistic summary. I see nothing in the situation, however, that a little time and a lot of work won't cure. Remember, when World War II came on, production wasn't ready. We went through 17 months of painful adjustment then before war material began to roll from our factories.

We are facing a major adjustment in distribution right now. This means much more emphasis on every phase of marketing from research on through to sales training. *Many managements which have risen to the top from engineering and production in the last dozen years when marketing skill was unnecessary will have to reorient themselves just as many people with a marketing background had to learn to be effective in production during the period of shortages.*

Head—Foot—Heart: Work



By Charles A. Ward
President
Brown & Bigelow
St. Paul, Minn.

After a variety of hard jobs in the frontier days of the Pacific Northwest, he joined B.&B. in 1925, became vice-president in 1931 and president, sales and general manager in 1933.

"Good old-fashioned selling!"

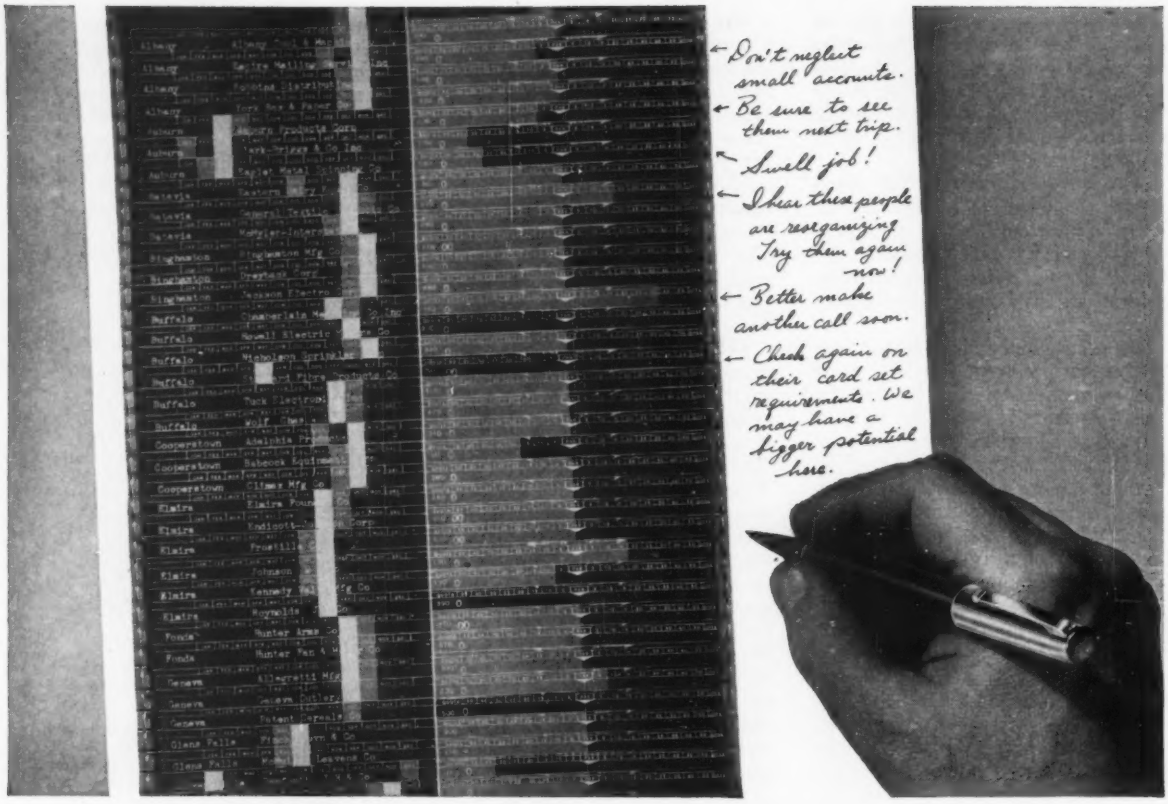
I have been hearing that term ever since I first saw salesmen in action —and that was when I was a small boy in Seattle.

"Old-fashioned selling" is like "old-fashioned work." When a man devotes his waking, thinking and working hours to his job, or some facet of his job, he is working in the "old-fashioned way."

Old-fashioned selling is head work, foot work, and above all, heart work. A man thinks about his product or service, he thinks about his customers' problems, he makes the calls, and he puts his heart into his presentations. More than that, he refuses to hear rebuffs except as they open a fresh angle of service to the man he is trying to sell. That's real heart work!

"Old-fashioned selling" is part of the tradition of my own company. And we have many "old-fashioned salesmen" who have been selling Remembrance Advertising as many as thirty years—or as few as two years.

An "old-fashioned salesman" knows that any market is a tough market when the prospect says "no," but he proves by constant pounding that the best markets grow out of tough prospects.



This IDEA from Remington Rand . . . provides management with tighter overall sales control

Now you can complete in minutes a ready-for-action report for each salesman—one that stimulates and directs each fieldman to high-profit calls, to big-volume customers, to neglected customers and new customers.

Making these reports is a cinch the Kardex-Dexigraph way. In seconds the Remington Rand Dexigraph gives you a clear, error-free photocopy of your Kardex Visible territory sales record. Then you quickly jot personal instructions in the space provided. In minutes your report is ready to send directly to your salesmen.

Kardex Visible plus Dexigraph transforms the *fact power* of your sales records in the office into actual *sales power* in the field. Helps you minimize wasted sales efforts *now*, when the cost of personal sales contact has ballooned higher than ever before. Helps you tighten overall sales control!

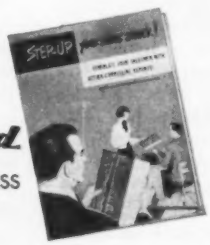
You can use Dexigraphed Visible Records to **Emphasize Your Instructions, Check on Results, Assist in Making Territory Adjustments, To Strengthen Your Personal Contact With Your Men.**

And your salesman discovers these important benefits in Dexigraphed Visible Records: He can **Make Instant Analyses, Plan his work**—and work his plan—without wasting a minute, **Determine his Progress** by comparing current with past visible records, **Carry The Report As A Reminder.**

Kardex-Dexigraph method of management-directed selling is only one of many profit-building ideas your Remington Rand representative can offer. Ideas using electronic equipment, punched-card methods, microfilming methods, simplified billing, etc. Give him a call at your nearest Remington Rand Business Equipment Center today. He's listed in your telephone directory.

Remington Rand INC

PROFIT-BUILDING **IDEAS** FOR BUSINESS



FREE BOOKLET—"Step Up Your Sales Attack"

For complete details on how to use Kardex-Dexigraph System to stimulate your salesman with action-compelling reports write today for your free copy. Learn all about the many other money-saving uses for Dexigraph in your office — for copying inquiries, correspondence, contracts, testimonial letters, specifications, market and price data — in fact anything written, printed, or drawn.

Address requests to Remington Rand, Room 1668, 315 Fourth Avenue, New York 10, N. Y. Ask for booklet D217.

Head work. Foot work. Heart work.

The important word is "work."

Good Selling Knows No Hours



By Herbert Metz
Eastern District Manager
Graybar Electric Co.
Long Island City, N. Y.

In the electrical business ever since graduation from Penn State in World War I days. He is a director and member of the executive committee of his company, and he edited the government's best-selling handbook, "Opportunities in Selling."

"Good old-fashioned selling" is the kind of selling that brings in orders when there's more stuff to be sold than purchasers who are anxious to buy. It's the kind of selling that won't take "No" for an answer—that mixes the plays until one is found that works. It's the kind of selling that knows no hours, no Saturdays, Sundays or Holidays when an important order is on the line and until the signature is also on the line. It's the kind of selling that uses brains as well as shoe leather—that creates friends as well as business and fertilizes the selling soil out of which Managers, Directors, Executives and Presidents grow.

An example from my first selling days illustrates what I mean, and today there are many industries as unexploited as farm lighting was in the early Twenties when I was selling Western Electric Power and Light Plants to farmers. These plants, consisting of gas engine, electric generator and storage battery, furnished electric power and light to farmers off the central station lines. They paved the way for the farm electrification program that started in the Thirties and which is still going strong.

We were pulling out of a wicked recession that was particularly tough on the farmers who, therefore, were not reaching for my product or, for that matter, any other product.

The speed of the modern jet was as nothing compared to the time it took for the farmer prospect to duck behind the silo when I drove up.

So we figured out a way to outmaneuver our prospects—we developed an "old-fashioned selling" plan. This was it, boiled down for quick reading:

We secured a small truck on which we mounted a farm plant that was supplied with a long and flexible electric cable. We bought some good-looking floor and table lamps and equipped them with bulbs of large candlepower. We procured a De Vry portable moving picture projector and some films. We stocked up with literature and order blanks and we were ready.

We selected the leading farmer in a given community—there's always one bellwether—and arranged for an interview under proper auspices. Then in a relaxed atmosphere this was our pitch:

We had a special movie of interest to farmers and we'd like to use his home for a showing and would like the privilege of inviting his neighbors. We would also furnish the refreshments consisting of strawberry ice cream and cake.

A movie in one's home in the country in 1920 was a novelty that was hard to resist and we had few refusals.

So on the appointed day we'd drive up with our truck and *Our Product.* As many as 50 farmers and their wives, *Our Prospects,* would be there. We'd drive our truck as close to the house as we could get it and run the cable into the parlor. Then we'd place our lamps around the room and set one on a table—made it look pretty. We'd be sure that the kerosene lamps that we found in the parlor stayed there. Then we'd bring in the projector, set up the screen and arrange the chairs. We'd have many willing assistants especially to bring in the ice cream and cake and a tremendous interest in the plant and electrical equipment and innumerable questions. The "putt-putting" farm plant itself was a focal point, as it should have been, and we always had a field day explaining its operation to the folks *who wanted to know all about it.*

The kerosene lamps would be lighted, furnishing the only light in the room until we started up our farm plant and turned on our high-powered electric lights. The contrast sold our story better than words. Then we showed the picture and took a long time to change reels, during which we gladly answered *questions* about the lights, the plant, the gadgets and the price. Every time we changed the reels as part of the act we'd turn out the electric lights and although the kerosene lamps were left burning, the contrast was so great the room seemed to be in darkness. And, of course, we made some comments and handed out literature. Just "good old-fashioned selling."

These prospects were in reality one of the first if not the first "captive audience."

And we sold farm plants—sold them to people who didn't reach for them, didn't want them but needed them. Sold them when and where our competition knew they couldn't be sold.

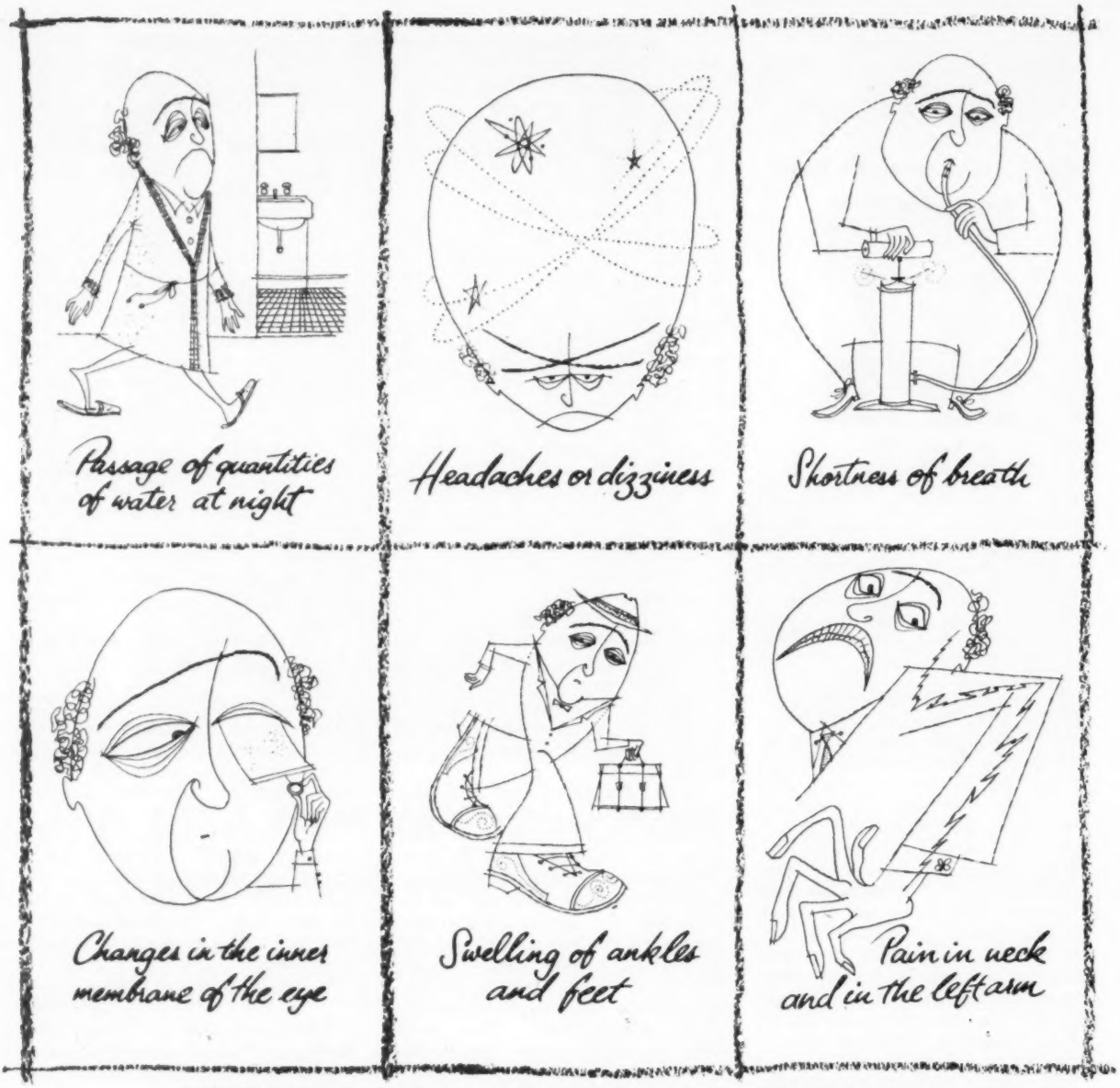
And that, I believe, is "old-fashioned selling"—the kind that's needed—the kind that will pay off in the market we're in and will be in for some time. The kind of selling that, as I said, uses the head as well as the feet.

It'll work today—as it always has.

The End

The 3-part series on "Good Old-Fashioned Selling" is available as a reprint. Price 25 cents each. Address Readers' Service Bureau, SALES MANAGEMENT, *386 Fourth Avenue, New York 16, N.Y.*





DANGER SIGNALS: These are six of the main signs of high arterial blood pressure. For layman's explanation, read "Control High Blood Pressure and Live Longer," by Dr. Herman Pomeranz, Eton Books, 35c.

What Your Wife Hopes You Know About Hypertension

BY CAROLINE BIRD

You can live with high blood pressure and still work effectively at your present job. But which activities should you give up, which ones can you continue? You'll be surprised.

Once upon a time a slave-driving sales executive surprised his secretary by smiling at her when he came into the office. On investigation, she discovered that his doctor had warned him to take a more friendly attitude to his staff for the sake of his mounting blood pressure, and she passed the good word along. A division man-

NEWS ABOUT A SALES-TRAINING PLAN WHICH

- Cuts Training Costs
- Increases Sales Efficiency
- Provides Positive Reports on Progress of Individuals
- Speeds Up Training Without Loss of Selling Time

"THE PRINCIPLES OF SUCCESSFUL SELLING"

—Holmes Institute's staccato 60-day home study course that makes salesmen out of order-takers

ARE YOU STAGGERED by rising sales costs? Are your "order-takers" closing on too few prospects? Do you want to eliminate inattentive sales training audiences? Do you want to stop the loss of productive time for sales training purposes? If you do, *Holmes may be able to help you.*

Every training psychologist knows the basic advantages of home study. Holmes carries sales training one step further by providing the added motivation of employer-approval. Employees chosen for training at company expense are proud of the honor and anxious to make good.

Basic text is authored by John M. Wilson, Vice President of Sales for National Cash Register Company, an outstanding authority on creative selling. He draws on his vast experience to set forth the sure-fire techniques and logical approaches which lead to increased profits. His provocative work is the reference book used with Holmes' comprehensive study program. The course is divided into easy-to-absorb assignments, commentary and examinations. Taking your salesmen through every step of selling, the assignments force them to think, to develop clear-cut methods of prospect analysis, to make presentations, to handle objections, to plan each selling day for maximum effectiveness.

Principles of Successful Selling is valuable to beginners, and to old-timers as a refresher. It features home study. Your company loses no productive working hours. There are five exams, each one receiving individual attention and comment (there is no machine-grading). Time required for average students is sixty days, short enough to maintain initial enthusiasm, long enough to cover the material thoroughly. Graduates receive certificates of completion.

GROUP ENROLLMENTS. Many companies enroll salesmen in selected groups. In such cases, upon request, we provide confidential individual progress reports. You quickly establish the identity of those salesmen who are interested in self-improvement.

For complete details, send for free descriptive brochure.



JOHN M. WILSON, *Vice President, Sales, National Cash Register Co., author of "Open the Mind and Close the Sale!"*

HERE'S WHAT THE AUTHOR SAYS AROUT THE COURSE: "I am highly pleased with the manner in which you are using my book in the training course you have developed. A salesman has no choice in this matter of continuous growth. Either he moves ahead with new ideas, new techniques, new and effective selling aids, or other salesmen and other companies overtake him. There is no such thing as standing still in a field as highly competitive as selling. Standing still is the beginning of the 'death of a salesman.' "

NATIONAL SALES EXECUTIVE PRESIDENT SAYS: "Here is a book (Open the Mind and Close the Sale!) I hold to be inspired. It is written by one of the greatest salesmen of our time. The author might well have called this work, 'A Standard Guidebook for Salesmen,' for it is destined to become just that to men and women in all phases of selling."—ROBERT A. WHITNEY

Holmes Institute
SALES TRAINING DIVISION
3224 16th Street, N. W.
Washington 10, D. C.

Send details about "Principles of Successful Selling" to

Name .....

Title ..... *Firm* .....

Address ..... *City, Zone, State* .....

ager with a set of unfavorable figures to report took advantage of the situation to present them. At first, the choleric executive sought to control himself, but the struggle was too much.

"Get the hell out of here," he finally bellowed. "Can't you see that I can't afford to get mad at you?"

This year more than three million Americans, most of them males in the executive age bracket, will learn that they must "take it easy" because of high blood pressure or hypertension. The very news will push the blood pressure of many of them several notches higher and give others a tension headache. High blood pressure, the "Disease of Civilized Man" shortens life. If only because of the lengthening life span, it has been increasing recently until it is now the leading chronic disease symptom, involved in one out of every five deaths. And in spite of a great deal of research attention, its causes are unsure and the best remedy still seems to be giving up competitive work, rich food and drink, strenuous play, the luxury of violent emotion and all the things that make life most worth living.

A second look should bring the newly diagnosed high blood pressure down a few pegs. In nine out of 10 cases, high blood pressure is the essential symptom rather than an indicator of a more serious condition. Furthermore, time is on the side of everyone with "essential hypertension." The disease develops so slowly and our scientific knowledge of it is advancing so fast that there is real hope for winning the race. Here's how it stands today:

What Is High Blood Pressure? High blood pressure, or hypertension—the two mean the same thing—is our way of stating that the heart is pushing the blood through the body harder than is necessary. Since the heart beats like a pump, there are two pressures to measure—the systolic pressure reached by the top of the wave of blood as it rushes out when the heart contracts, and the diastolic pressure of the blood in the system when the heart is relaxed. Blood pressure, then, goes up and down with the beat of the heart. The doctor expresses these two pressures as a fraction. A blood pressure of "120 over 80" means that the systolic pressure is the amount which would support a column of mercury 120 millimeters high and that the diastolic pressure when the heart relaxes would support 80 millimeters of mercury. This pressure of 120/80 is considered ideal, but 40% of men and women in their forties have readings of 140/100 and "normal" pressure varies both with age, sex, and individuals. In general, you don't have to worry until your reading is persistently over 140/100 and even then the pressure may be all right for you.

High blood pressure may give you headaches, dizziness, and shortness of breath, or it may cause you no trouble at all until your doctor notices it. Usually, it takes years to develop. But it is well worth-while to get a physical checkup to detect it in time because it is slowly bringing about dangerous changes in your body which cannot be reversed.

Like any pump, the heart works harder to maintain the higher pressure and wears itself out faster. Because it is a muscle, the heart enlarges. Meanwhile, the network of pipes or blood vessels suffer, too. A blood vessel may give way under the continual pounding, cutting off the blood to the brain and causing a stroke, or depriving the enlarged heart itself of the ever increasing quantities of blood it needs and threatening heart failure.

Doctors aren't sure whether the blood vessels harden to withstand the high pressure on them, or whether they become hard first and cause the heart to push more, but the two conditions almost always go together. The little capillaries narrow, reducing the supply of oxygen-laden blood, or they may plug up entirely, so that the blood supply is cut off and the tissue it serves dies. The lining of these inflexible blood vessels roughens as it thickens, increasing the chance that blood may clot and plug up the little pipe. Many other changes occur when the pipe system is sluggish. The removal of wastes from the kidney is slowed, causing kidney damage.

The doctor, by holding a light in your eye and examining the tiny arteries behind it, can see what blood pressure is doing to your circulatory system.

Why Do You Get High Blood Pressure? In a very few cases, blood pressure rises because there is something wrong with the kidneys or because a person was born with a bad heart. These people are apt to have high blood pressure at an early age. In most cases, however, high blood pressure and hardening of the arteries seems to be the result of general wear and tear on the body.

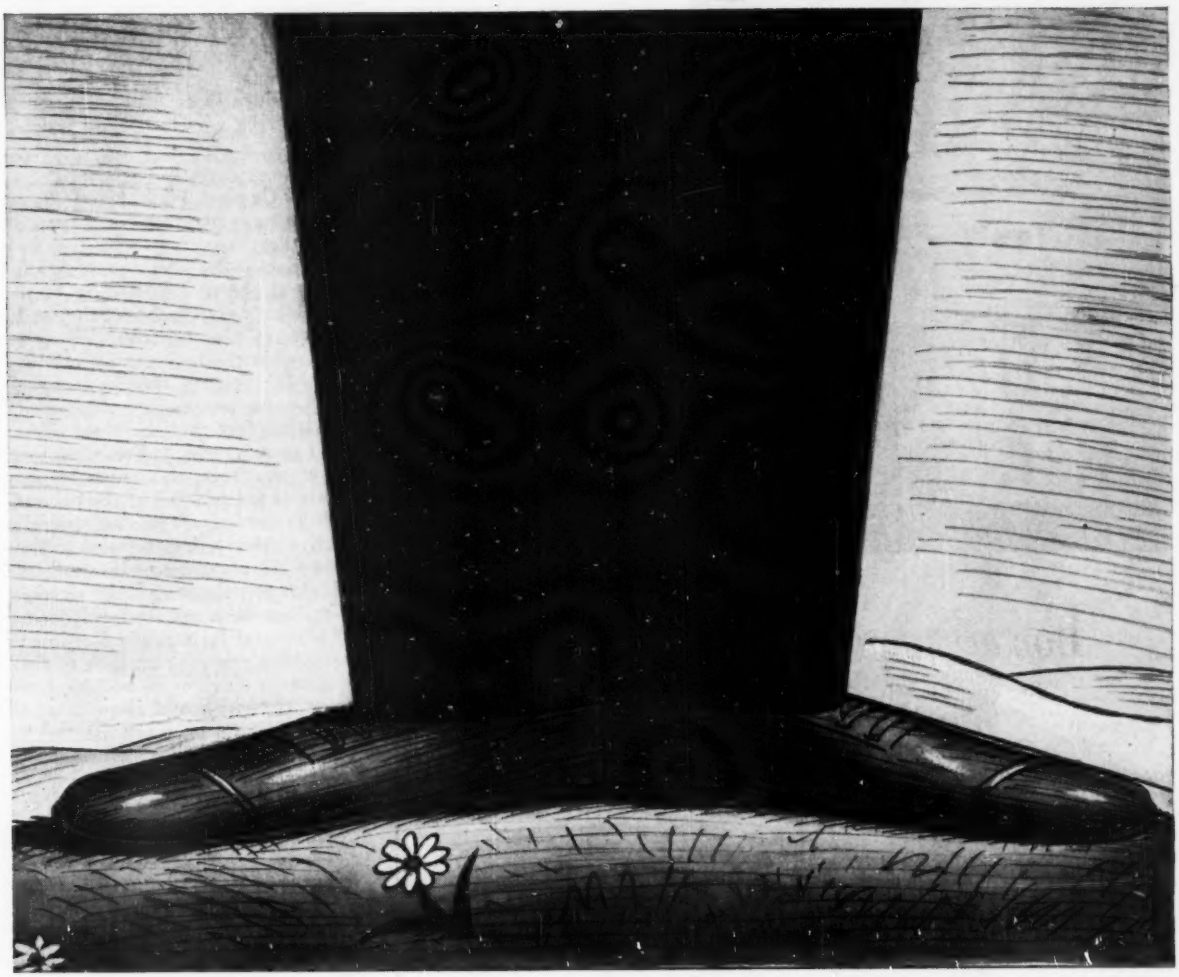
We know that anybody's blood pressure varies widely during the day. It is low in sleep and at rest. It is high during exercise and after a heavy meal. It shoots up in excitement. Dr. Walter Alvarez tells the story of a doctor who couldn't understand at first why the blood pressure of an attractive and emotional actress was always higher when his handsome young assistant took it than when he took it himself. Drinking lowers blood pressure. Smoking raises it. Luckily, these pleasant occasions for pressure change are usually quite temporary, and very much less damaging than the sustained strain of worry.

The mechanics by which your blood pressure rises under these conditions is obscure. However, we do know that the constriction of blood vessels is controlled by the nervous system and hence is subject to impulses from the "higher" brain—as everyone who has faced an audience well knows. Hormones or blood chemicals released under strain may be "pressor" agents, too, and it is perfectly possible for the complicated human chemical factory to make a mistake and produce a "pressor agent" which is not necessary. Recent research indicates that an oversupply of a fatty material called cholesterol may be deposited on the inside of blood vessels and harden them.

Who Has High Blood Pressure? At least 10 million Americans have high blood pressure. While the old rule that your systolic pressure should be 100 plus your age is now outmoded, pressure normally rises with age. It is usually higher in men than in women, and is not so apt to cause trouble in women even when it is high. Fat people are more likely to have hypertension, perhaps because the job of circulating blood to their bodies is quite physically a bigger one.

There are many theories about the kinds of people who are susceptible to hypertension. Hereditary influences and body constitution, particularly glandular balance, may predispose an individual. The psychiatrists speculate that the extra pressure may come about when a hard-driving person tries to control his aggressions or a fearful and submissive person his resentments.

Dr. Herman Pomeranz suggests that hypertensives are "high-strung and serious persons, hyperactive in response to their surroundings, their problems, their worries, and the medical advice they receive. Some are unusually sensitive, easily embarrassed, and shy. Throughout life they can be expected to show evidence of this by their skin reactions, such as sweating and blushing . . . often they are successful persons, competent and exacting. Restless in their drive to goals, they often overcompensate for



The best creative people have big feet

Look for the spark of genius in the eye.

Look for the head in the clouds.

Look for the mind that clicks with fresh new advertising ideas.

BUT—if you want really great advertising that will sell a whale of a lot of goods and services, make sure that all this creative equipment is supported by a pair of big feet . . . firmly planted on the ground.

YOUNG & RUBICAM, INC.

Advertising • New York Chicago Detroit San Francisco
Los Angeles Hollywood Montreal Toronto Mexico City London

Prominent Users of Strathmore Letterhead Papers: No. 109 of a Series



"La Fortaleza"...residence of the Hon. Luis Muñoz-Marín, first elected governor of Puerto Rico, was begun in 1533. Since 1639 it has been the official home of the governors of the island.

For an ancient culture... new economic freedom!

To the people of Puerto Rico, whose ancestors came from the land of Cervantes and Lope De Vega, the twentieth century has brought a new determination...a will to live and work together for the well-being of all.

Puerto Rico, today, guided by a government to which it has been giving its votes since 1940, is transformed into an island that looks forward to its future with great hope and confidence.

By the introduction of modern methods and techniques of production...by encouraging continental investors through a liberal tax policy and a trained labor force...by broadening the commercial land uses of its agricultural pattern... the government is gradually realizing its ambitions to bring a higher standard of living to all Puerto Ricans.

Strathmore is proud to have one of its letterhead papers chosen for the executive correspondence of the government of the Commonwealth of Puerto Rico.

Strathmore Letterhead Papers: Strathmore Parchment, Strathmore Script, Thistlemark Bond, Alexandra Brilliant, Bay Path Bond, Strathmore Writing, Strathmore Bond. Envelopes to match converted by the Old Colony Envelope Company, Westfield, Mass.

STRATHMORE

MAKERS OF FINE PAPERS

Strathmore Paper Company, West Springfield, Massachusetts

childhood fears and current anxieties. Undue fatigue is often their lot."

Executives like to fancy that this description exactly fits them, but the facts are that hypertension strikes ordinary mortals in humble walks of life as frequently as those who literally carry the world on their shoulders.

How To Combat High Blood Pressure: For most hypertensives—particularly sales executives who live by competition — the ideal prescription might well be a demotion in their work. Heavy responsibility, the need to "gear up" for recurrent crises is exactly what the hypertensive cannot afford. Dr. Stanley, the physician at San Quentin penitentiary discovered the ironical fact that the blood pressure of guards, who had to be on the alert at all times, was much higher than the blood pressure of the prisoners they watched. The "aggressive" executive prone to hypertension might improve his organization as well as his health by delegating more responsibility, but he is not likely to do it.

It is natural for a newly diagnosed hypertensive executive to turn to the scientists for a pill or an operation or some magic which will allow him to have his life and his work too. Such methods do exist, and more are being developed all the time. It is possible to interfere with the nervous or chemical responses of the body which control blood pressure.

Most Drastic Cure

Most radical remedy is sympathectomy, or the surgical severing of connections between the autonomic nervous system and the higher brain so that nervous tension cannot affect the circulatory system. But sympathectomy is so drastic that it is usually reserved for the small number of patients suffering from malignant hypertension, which threatens life but does not always succeed. Removal of the adrenals which affect blood pressure through hormones is another highly experimental approach. Chemical suppression of the adrenal cortex and radioactive iodine to suppress thyroid gland activity as a substitute for sedation are other attempts which have many dangers and disadvantages.

Most promising anti high blood pressure drugs are the methoniums discovered in 1947 in England. Hexamethonium blocks the passage of impulses to the sympathetic nervous system, and may cause some of the ill effects of sympathectomy. Hydrazinopthalazine brings pressure down

by dilating blood vessels. Protoveratrine, a new drug, is a purified derivative of a European plant long known to slow the heart and to reduce the blood pressure. All these drugs are, of course, available only on a doctor's prescription.

Diet is another therapy. Hypertensives are often advised to avoid salt, on the now discredited theory that high blood pressure comes from the kidneys in all cases. Doctors now believe that the salt-free diets do help, but that they help only patients who have dropsy, or excess water in the system which a lack of salt withdraws. Widely acclaimed, too, is a rather weird diet consisting almost exclusively of unsalted rice. This does bring blood pressure down, but the cure is almost as uncomfortable as the disease, and once the patient breaks down and eats a couple of decent meals his pressure is up again. Much better, in fact highly recommended for all hypertensives, is a normal reducing diet which avoids the strain of heavy meals. High blood pressure is both more frequent and more dangerous in the overweight.

How to Lick It

The chances are that your doctor, after explaining all of the possible remedies, will explore with you the ways in which you can maintain your present activities with less strain. Many of the worst strains are "all in the mind" and there have been hypertensives who have been greatly helped by psychoanalysis.

Less spectacularly, an understanding doctor can frequently go over your daily routine with you and suggest small ways of saving energy. You can ride, not stride to the station in the morning. You can play croquet instead of 18 holes of golf. Perhaps it is really not impossible to arrange for a nap after lunch, or to duck the annual convention or that half-necessary business trip, or to leave a good party at 11 p.m.

Present thinking is that you shouldn't give up everything. If you are a coffee or a cigarette fiend, you may be advised to cut down, but the strain of cutting out is to be avoided. Lighter work is better than no work. A cocktail before dinner, if you enjoy it, is frequently prescribed. It isn't necessary, as many men fear, to give up sexual intercourse.

Some men, when faced with a sentence to moderation, have frankly elected a short life and a merry one. Many others have discovered that "letting down" has paid dividends in efficiency and enjoyment as well as in longer life. **The End**

Sell more with
"SELMOR®"



FULL RICH COLORS

ONE-PIECE CONSTRUCTION

HINDE & DAUCH

"SELMOR" DISPLAYS



Write for booklet "How to Select Vending Displays."
Hinde & Dauch, Sandusky 16, Ohio



TILLIE, HERSELF, gets a Texas crowning by Governor Allan Shivers, who gladly gives her a mite of publicity for "her accomplishments as an enterprising businesswoman." She'd just launched Tasti-Diet with a whopping pre-sell program.



HERE ARE TWO of Tillie's 41 varieties of low-calorie dietetic foods now on merchants' shelves nationally. "Advertising," she says, "did it."

The Bulging Hipline: It Gave Tillie a $6,000,000 Idea

Six million in only one year, that is! Potential? Nobody knows. California's famed Mrs. Lewis was one of the first to spot a gold-plated market opportunity among the overweight . . . and certainly the first to leap into the field with a full-steam-ahead advertising and promotional effort.

BY ELSA GIDLOW

A woman who built a canning business up to a $20-million-a-year volume "without spending five cents on advertising" is on the way to success with another venture—this time with advertising spearheading the promotion.

Tillie Lewis, the "most famous woman in food," told advertising specialists at the San Francisco Advertising Club: "I'm a happy client now—one who realizes the value and importance of advertising—applied in the proper manner, in the right places at the right time, through appropriate media.

"Tillie of the Valley," honored last year by her home city with a "Tillie Lewis Day" for her contribution to the agricultural development of the San Joaquin Valley, brought the "pear-shaped tomato" to the U.S., founded Flotill Products, Inc., Stockton, Cal., built it up to one of the big five in the canning industry. She now has launched a second business, Tasti-Diet, Inc., as a wholly-owned subsidiary of Flotill.

Launched nationwide in February, 1953 with a $1 million advertising

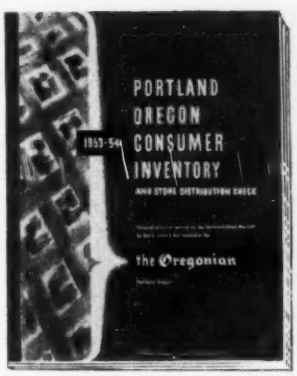
HERE IT IS!

How Your Product Rates in America's First Test Market*

THE OREGONIAN BRINGS YOU PORTLAND'S FIRST CONSUMER INVENTORY

Now you can *know* how your product rates in the buying homes of America's First Test Market among cities of 250,000-500,000 population.

The Oregonian brings you a complete and authentic *personal interview study* of product usage and brand preference in this nationally-preferred Test Market. A simultaneous store check gives comparisons between acceptance and distribution. Prepared by Dan E. Clark II & Associates. Available January 15.



CHECK THESE SURVEYED SALES FACTS

1. Product usage in the permanent Portland home market.
2. Brand acceptance — yours and your competitor's.
3. Grocery store check of brand distribution.
4. Media penetration and duplication.
5. Family characteristics.

RESERVE YOUR COPY NOW... COMPLETE AND MAIL THIS COUPON

the Oregonian
PORTLAND, OREGON

Largest Circulation in the Pacific Northwest
229,004 Daily — 289,542 Sunday

Represented Nationally by Moloney, Regan & Schmitt, Inc.

*Sales Management, Nov. 10, 1953

YES, I would like to have a copy of The Oregonian's CONSUMER INVENTORY study. Please send it to:

Name_____

Firm_____

City_____ Zone____ State_____

Position held_____

campaign behind it, the line of 41 varieties of low-calorie dietetic foods in less than eight months reached over 60% distribution in all major markets of the U.S., and attained sales of more than half a million dollars a month. Tasti-Diet foods are on the shelves of most of the major markets in the nation.

Advertising did it—but advertising with a plan.

Let us look at a typical market opening for the Tasti-Diet line. Distribution is through specialty foods brokers, with warehouse stocks held in all the key areas of the nation. No advertising was placed until at least 60% distribution in retail food stores had been attained. Objective was the larger food markets with space to set up departments. Owners or managers of these stores were urged to set up a "Dietetic Food Department."

A Department card, "Dietetic Food Department," followed by the announcement in large letters of the "New *Tasti-Diet* Low Calorie Dietetic Foods," was given to stores.

Merchants were advised to bring together in this one section all foods which appeal to the overweight. For example, dietetic tuna fish, Ry-Krisp, and many others of the growing number of foods put out for the overweight, the diabetic, and others.

Among the point-of-purchase pieces supplied the grocer and other retailers for give-aways were reprints from magazines of the new dietetic food line; a reprint from *Time* magazine's Medicine department on the dangers of overweight ("The Penalty is Death"), and a sheet which described the low-calorie foods with analyses of Tasti-Diet items, showing their components in terms of protein, fat, carbohydrate and comparative caloric values per serving as against regular foods of the same type.

Typical Calories

For example: The listing for Bleu Cheese dressing is 1.2% protein, 1.4% fat, 0.8% carbohydrate, and 3 calories per serving of 1 tablespoonful—as against 59 calories of the same food, when non-dietetic. A serving of Tasti-Diet Butterscotch pudding has 30 calories (when prepared with skim milk), as compared with the usual 92 calories. Kadota figs, Tasti-Diet style, have 67 calories, as against 105 in their usual sugar syrup.

A strong advertising point, backed up by these comparative figures, is: "This new food research development cuts out as much as 67% of the calorie overload . . ."

Retailers were supplied with a 32-page booklet ("When your Doctor says, 'You Should Diet' . . . The Tillie Lewis 14-Day Tasti-Diet Plan . . . Complete Daily Menus for those who must restrict their intake of calories.") The booklet, marked 50c, also presents recipes, a short article on the



YOU CAN'T bag the big, booming Los Angeles market with a slingshot.

If you are an advertiser, and want to bring home the sales "bacon" in THIS city, you HAVE to use the most powerful advertising gun at your disposal; one that packs the CONCENTRATED punch of an atomic cannon!

The Herald-Express, with 92.1 per cent of its circulation concentrated in the population-packed City and Retail Trading Zone, puts your advertising message into the hands of almost ONE MILLION READERS every evening. Use it regularly. Reap the profitable rewards your advertising dollars so richly deserve!

Los Angeles Evening
HERALD-EXPRESS
"Largest Evening Circulation in the West"

Represented Nationally by Moloney, Regan & Schmitt, Inc.

DAVENPORT NEWSPAPERS

FIRST
IN CIRCULATION
IN THE QUAD-CITIES

MORNING DEMOCRAT — Evening DAILY TIMES
Sunday DEMOCRAT & TIMES
Serving the Quad-Cities of
DAVENPORT, IOWA; ROCK ISLAND, MOLINE and EAST MOLINE, ILLINOIS
HEADQUARTERS: DAVENPORT, IOWA
Represented Nationally by
JANN & KELLEY, INC.

hazards of obesity ("Is Overweight Really Dangerous?") with facts taken from life insurance statistics, and weight charts for men and women ("You Lengthen your Lifeline when you Shorten your Waistline!" say Doctors.)

A four-page folder in four colors informed the trade that "Tasti-Diet Foods are Pre-Sold For You." It was explained: "The physicians of America govern the reducing diets and the diabetic diets of thirty-odd million Americans. . . . Here's how Tasti-Diet Dietetic Foods are merchandised to the Medical Profession, the Nursing Profession, the Hospitals and their dieticians. . . . We are presenting the Tillie Lewis Tasti-Diet low-calorie Dietetic Foods . . . their Superb Quality . . . and their Advantages . . . to every doctor, nurse, and dietician in your trade area."

Talk the Language

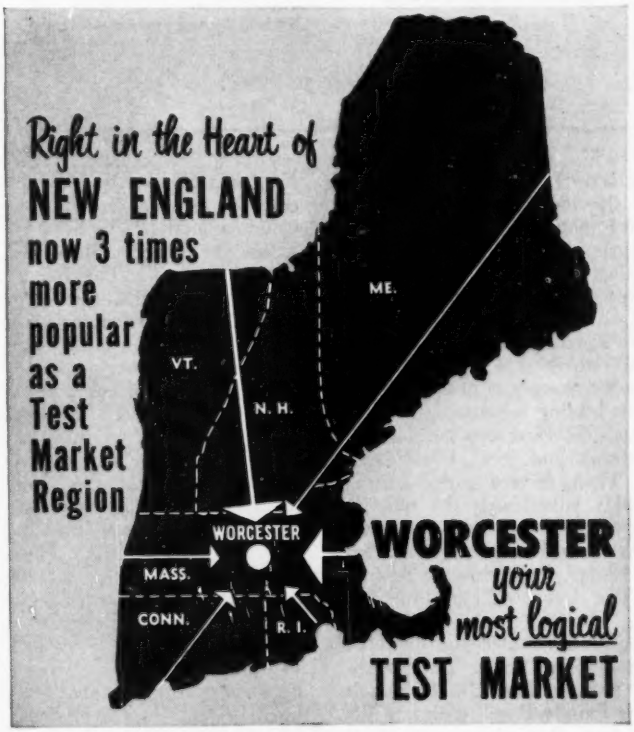
The inside spread pictured professional publications which, in April and May of 1953, began to run advertising on the Tasti-Diet line. Text pointed out: "Every doctor is being addressed in the language of his own specialty, to make him realize what an important role Tasti-Diet Dietetic Foods can play in the diets he prescribes for his patients, whether these diets be called for because of disease or just to reduce."

Copy informed retailers: "All pediatricians look to the *Journal of Pediatrics*. Tasti-Diet advertising in this authentic journal will do just what the advertising says—present a real boon to the little patients on diabetic or reducing lists." And: "All obstetricians know the need for preventing excessive weight during pregnancy; the official journal of the American Association of Obstetricians presents Tasti-Diet Foods in colorful ads such as this: [example reproduced]."

Copy further pointed out how internists and heart specialists, general practitioners, nurses, and hospitals, are interested in "easing the plight of the patients on special diets." The trade was then invited to "Consider the Market! . . . more than 30 million."

They were told that the Tillie Lewis line is "the first real advance in food processing in decades," and reminded "not to confuse them with other lines of dietetic foods, held to low-calorie content by sacrifice of taste and texture. . . . These are foods that look, taste, and feel to the tongue like ordinary foods of the highest quality—yet they are up to 76% lower in calories. This is the Tasti-Diet achievement, due to exclusive, patented processes."

Retailers were informed about the consumer program in newspapers, magazines, radio and television which "literally pre-sells Tasti-Diet Foods for you."



Your test campaigns can be made and checked quickly, effectively and economically when you conduct them in WORCESTER—the "Crossroads of New England". By far the most representative of the region, Worcester's well-balanced population enjoys substantial, and stable industrial and agricultural income — and the advantages of being a sizable distribution center.

Coverage of this compact market is easily and intensively accomplished by using the Worcester Telegram-Gazette. We welcome your request for full test market data on Worcester.

Worcester Telegram-Gazette Circulation: Daily 154,490; Sunday 104,308.

The WORCESTER TELEGRAM-GAZETTE

WORCESTER, MASSACHUSETTS
George F. Booth, Publisher
MOLONEY, REGAN & SCHMITT, Inc.
National Representatives

OWNERS OF RADIO STATION WTAG AND WTAG-FM

World's Only Newspaper
To print a full color front page cartoon seven days a week.
ORLANDO SENTINEL-STAR
Florida's Most Colorful newspaper, dominating Inland (Central) Florida, with a half million population.
ORLANDO SENTINEL-STAR
Morning - Evening - Sunday
Orlando, Florida
Nat. Rep. Burke, Kuipers & Mahoney

What About Her?

She's been called the "most famous woman in food."

She's Tillie Lewis, the gal who started with a bagful of Italian tomato seeds . . . which people said wouldn't grow in California. Today, Tillie's Flotill Products, Inc., is one of the largest packers of tomato products in the world.

The article on these pages tells the story of her latest venture . . . Tasti-Diet . . . and it may be her biggest.

Ten years and $1 million spent in research have produced a complete line (now 41 items included) of low-calorie but *sweet-tasting* dietetic foods. The market? Thirty million people who want to eat what everybody else eats and still lose weight.

The Associated Press, awed by a woman who combines creative imagination with business acumen, named Tillie Lewis "Business Woman of the Year for 1952."

A "Doctor's Kit" containing samples of the foods, together with informative material, comparative calorie charts, reprints of professional advertising, was presented to professional people as each market was opened.

When distribution of 60% or over in retail stores was obtained, consumer advertising was initiated. This included leading newspapers, radio, and television. First step was to brief food editors and local home economists. Then, in newspapers chosen for display advertising, the two insertions of 1,000-line black-and-white copy were preceded by the publication of the 14-day diet "How to Reduce Like Tillie Lewis . . . in 14 *Sweet* Days."

Newspapers handled the diet-plan copy in different ways. The Washington, D.C., *Times-Herald* put it on "The Family Page" with a Tillie Lewis byline, flanked by an editorial column about Tillie and her products. Readers were told that experts agree that Tillie Lewis products might be "the most phenomenal solution to obesity yet developed." It gave credit for the idea leading to the Tasti-Diet development to Tillie's own sweet tooth which "got the better of her waistline"; "Today," it read, "Tillie is down from 147 pounds to 121. . . . She keeps that weight and still manages to satisfy her own 'terrific sweet tooth' on Tasti-Diet."

The Dallas Morning News which ran the same kind of program billed its publication of the reducing diet on each one of the 14 days in front-page boxes, as did some other newspapers. Others—for example, the *San Francisco Chronicle*—played it up in color across the top of its Sunday Comic section ("The Easy Diet that Keeps the Models Slim! By Tillie Lewis. *Today.*") The free publicity which accompanied the introduction of the foods into the various markets across the nation was tremendous; retail stores tied in.

Demonstration was an important part of the approach over television. Here as well as in radio programs and in publicity released through food columns and other home economics publicity this point was made: "Now Mom can actually put Pop on a reducing diet—let him eat all he wants, and he'll never know that he is shedding pounds on low-calorie menus." An accompanying slogan was, "Dieting is now delicious." ("Tillie Lewis is in town with the great news that 'dieting is now delicious'—and those who must count calories can now count on enjoying sweet, satisfying foods any day of the year, any meal of the day.")

One of the points made in all of the advertising and publicity, is: "Remember, Tillie Lewis' new line of low-calorie dietetic foods is as different from ordinary 'water-pack' dietetic foods as day is from night. Taste test juries across the country sampled Tasti-Diet items and couldn't tell the difference between them and the finest of regular foods with sugar added."

These claims appeal to hospitals and institutions, as well as to hotels and restaurants. In each new market the attempt is made to get hotels and restaurants to offer the "Tasti-Diet Low Calorie Menu." Restaurateurs are shown how to set up such menus, how to list comparative calories for the low-calorie and the "normal" menu, together with meal totals.

Suggested menus are high in protein foods and vegetables, and offer substantial flavor and sweets with the aid of the Tasti-Diet dressings, jelly, puddings, and "Sweetnin' " for tea or coffee.

Each carton, can, jar, or bottle tells its story at a glance. The "Low Calorie Chocolate Flavor Diet Pudding," for example, pictures a serving, tells that it is "sweetened without sugar," that the "three envelopes" make nine servings, and provides calorie information. The same kind of data are given on fruit can labels, identified as "Saccharin Sweetened." The "One Calorie Dressing" ("only one calorie per serving") is labeled as containing no mineral oil, and consumers are informed that the contents have "four calories per gram." All of the packages are colorful and attractive as well as helpful to the calorie-counters. Massed on shelves or display stands, they make their own informative display. Reprints and photostatic copies of articles and news stories published on the Tasti-Diet line, on the problems of obesity, and weight charts, etc., play a large part in the auxiliary promotion. These are supplied liberally to brokers, wholesalers, retailers, professional people, and key individuals in newspaper, radio and television publicity spots.

Nutritionists Key People

Doctors, nutritionists, nurses, dieticians—all professional persons concerned with health—are key people in Mrs. Lewis' promotional program. She believes that almost all of them in the U.S. in the major markets have been exposed to her advertising and publicity and have had a chance to become acquainted with Tasti-Diet.

Response from the diet-weary was the most surprising. They déluge Tillie and her firm with fan mail, questions, orchids, testimonials. During three days last February when news of the line became national news, more than 10,000 letters poured in to the Stockton headquarters, and it took 12 additional salespeople to keep up with the mail. Diabetics, the overweight, and those eager to keep slim figures asked where they might find the magic foods.

Flotill packs four million cases of food annually. Tasti-Diet will increase this to six million this year. By 1954 the company expects to double the 1953 figure. **The End**



The Cincinnati Times-Star has just completed its forty-sixth consecutive year of daily leadership in these important advertising classifications: Department Store, All Other Retail, Total Retail, General, Automotive, and Total Display.

46 years of Leadership

National Representatives: O'Mara & Ormsbee, Inc., New York, Chicago, Detroit, Los Angeles, San Francisco

Again and again...



...number one...

...proof of leadership

Month after month, ONE station leads in Chicago television.
Month after month, ONE station wins greater audience acceptance.

Quarter-Hour Firsts?*

Station WNBQ programs are credited with the top rating in more quarter-hours than any other Chicago station—

—27 per cent MORE than Station B.
—44 per cent MORE than Stations C and D COMBINED.

Average Ratings?*

The average rating for Station WNBQ for all quarter-hours is greater than that for any other Chicago station—

—5 per cent GREATER than that for Station B.
—14 per cent GREATER than the COMBINED average ratings for Stations C and D.

This is only another chapter in a continuing story, proving to all advertisers that the largest audiences in Chicago television, guaranteeing greatest sales returns, are offered by

the QUALITY STATION in Chicago Television . . .

*American Research Bureau
(Nov. 1953)

NBC TV

Quality Programs
Quality Services
Quality Audience

WNBQ
CHANNEL 5



Represented by NBC Spot Sales



At Sunset magazine's Menlo Park, Cal., office . . .



At a subscriber's Seattle, Wash., home . . .

Easterners Sell Western Living

. . . space salesmen calling on prospects in all 48 states, who sell products to the magazine's readers grouped in 11 Western states, get a first-hand view of their market.

Whatever the product to be sold—be it a machine in heavy industry or some impulse item of casual consumption, a food, a drink, or something to wear or drive or live in—regional differences will affect (1) its acceptability in a given market, and (2) the manner of presenting it to the people in that market.

How can salesmen be prepared to deal with those differences? The question arose for the publishers of *Sunset* magazine and the steps the magazine took to meet it may provide some hints for other companies.

Sunset is published by the Lane Publishing Co., at Menlo Park on the San Francisco Peninsula. Under the leadership of Larry W. Lane the magazine has become a mirror of "Western Living."

Manufacturers and distributors who offer goods and services through the *Sunset* window are in many cases unfamiliar with Far Western ways. How can they be sure that what they offer, their manner of advertising, will "click" with *Sunset* readers in the Northwest, in Central California, in the Southwest? *Sunset's* representatives provide this guidance.

But these representatives, Lane Publishing Co.'s salesmen in 10 sections of the United States, are themselves not Far Westerners in most instances. How can they help the magazine's customers, its hundreds of advertisers and advertising prospects, get the feel of "Western Living"? Regional cultural orientation of its East-of-the-Rockies representatives was one of *Sunset's* manpower problems. It solved the problem through training. The training was a visual (or a five-senses) demonstration by *Sunset* of what "Western Living" really is.

The magazine sells the Western way of life, not advertising space. The magazine's four areas of interest are Food, Gardening, Home, and Travel.

L. W. ("Bill") Lane, Jr., sales manager, says: "As far back as 1949 when our Eastern selling activities became increasingly important we realized that our Eastern office representatives should know our region at first hand if they were to be of genuine help to our customers. These customers are the advertisers who offer their wares to the 570,000 homes served editorially by *Sunset*. What better way to make them familiar with our region than by bringing them West to see, feel, taste, absorb the difference for themselves?"

In 1949, Lane Publishing Co. tested this idea with a small group of its Eastern representatives. The results were gratifying. It has just done it again, more ambitiously, following the expansion of its field staff by six during the past six months—one each from New York, Chicago, Atlanta, Georgia; Tyler, Texas; and two from Detroit.

The training program for these six new Eastern salesmen was co-ordinated with what came to be called a "Shakedown Cruise" which took in the *Sunset* home territory radiating from San Francisco, and the wider



In Chicago, it takes 2– for broad coverage

No single daily newspaper reaches even half your Chicago-area prospects. It takes Two. For greatest unduplicated coverage, one must be the...



CHICAGO

SUN-TIMES

211 W. Wacker Drive, Chicago • 250 Park Avenue, N. Y.

READERSHIP CONCENTRATED WHERE MOST OF THE BUYING IS DONE

REPRESENTED BY: SAWYER-FERGUSON-WALKER CO., LOS ANGELES, SAN FRANCISCO, PHILADELPHIA, DETROIT, ATLANTA • HAL WINTER CO., MIAMI BEACH

area of the Far West which it serves. The entire territory consists of the seven states west of the Continental Divide, and Hawaii. The reason for the three separate editions of *Sunset* is that the magazine's publishers realize there are, within this vast area, important sub-regional differences, justifying the channeling of an advertiser's message into one of the editions, or two, or giving the copy a regional appeal. The "Why" of this approach, its significance to readers as well as to advertisers, became clear to the salesmen as they absorbed the contrasting atmospheres of the sub-regions within the region they were studying.

The training tour covered a two-week span from June 6 through 19, beginning with the arrival in Seattle. In four experience-packed days, with a minimum of theory and lots of action and person-to-person interchange, the group toured the Puget Sound area. It met with representatives from that Western market (distributors, advertisers, store owners); saw how people live, eat, shop, travel; and studied forms of recreation.

Education by Travel

With members of the *Sunset* home office staff the group then traveled to the suburban publication headquarters' office at Menlo Park. After four days in that area, with San Francisco as its hub, the party left for Yosemite and the high snows.

Next they saw the fertile valley region of California of which Fresno is the key city and within a few hours were whisked to Los Angeles, its warm beaches, week-end vacation spots, Hollywood shopping centers, summing up still another phase of Western Living. Experiencing the easy proximity of semi-tropical swimming resorts to crisp skiing country, they had a new view of the scope of this spacious market. Let us consider in more detail the program and the work done.

Subject matter centered about the four fields the magazine serves (Food, Garden, Home and Travel). In each of the three sub-regions, for example, the men ate the food typical of it, in characteristic surroundings. In Seattle an outstanding dining experience was sea food cuisine at Ivar's, on the Wharf.

In San Francisco, eating in Chinatown, they learned that Oriental dishes are not an exotic curiosity but a part of the city's life and that Chinese food influences have been absorbed into the menus of many average homes. Above all, they discovered outdoor eating in the form of barbecues and patio meals, in private homes, in restaurant service, for business get-togethers, and in various events where people in large or small groups eat. They realized that this growing custom of outdoor, or semi-outdoor dining is opening up an incalculable number of business opportunities.

One of the group's days in the San Francisco area will give an insight into the approach. After a 7:00 a.m. breakfast at a Peninsula restaurant (such as a businessman of the area might enjoy with an Eastern guest), the six men and their hosts arrived in the city along with the morning commuters about 8:30. They checked in at the Fairmont Hotel, which was their headquarters for the next three days.

"To the Road!"

"Whatever you read and with whomever you discuss sales problems, the conclusion reached will tell you of the weakness of our sales organizations; of the old who have forgotten how; of the new, who never did know—and to some degree the conclusion is well-founded. Certainly an intelligent effort is more productive and easier and much less costly than an uninformed, time-consuming sales effort. We who direct sales must remember that times have changed, with all productive workers spending less time at their jobs, resulting in more leisure and wider interests on the part of the individual than ever before..." Merrill S. Finch, v-p, Nash-Finch Grocery Co., Minneapolis, at a conference in Chicago on the subject, "The Profit Depression—Is There a Cure?"

Their study of the city's life began with a tour of its residential areas, visits to shopping centers and observation of retailing. They visited the new Stonestown development with its modern stores. They compared the "decentralized" department stores in the new areas with the old-established downtown stores. They talked with key retailers in these places, checking on differences in merchandising approach and techniques.

For lunch they met with a gathering of representative businessmen at the famous Bohemian Club. The afternoon was spent studying the distributive phases of the city's business in the fields of *Sunset* interest. The "classroom" for this segment of the course was the huge Merchandise Mart which houses over 505 of the leading home furnishings and equipment distributors, and factory headquarters representing 2,500 manufacturers who sell to the West.

Dinner at Tarantino's, on Fisherman's Wharf, gave the men an opportunity to discuss their impressions in an atmosphere which *is* San Francisco to countless natives and visitors. No opportunity was lost to demonstrate, at the point-of-purchase, the characteristics of the market.

What about the "theory" side of this practical course in regional cultural differences? This was expertly handled mid-way in the tour at magazine headquarters, which are an example of the ideal of Western Living. The ranch-type home of the publishing house, with its gardens typical of several regions the magazine addresses, its test kitchens for foods, and recipes, its barbecue and patio dining area where guests are entertained, served as laboratory for a close-up study of the subject matter.

They Meet a Customer

Meetings with editors and department heads were interspersed with morning and afternoon coffee breaks on the patio. One luncheon was a *Sunset* barbecue where the salesmen met executives of a leading advertiser of the magazine—the W. P. Fuller Paint Co.

Supplementing office meetings, the Eastern salesmen visited *"Sunset*-type" homes and gardens with the editors, learning on-the-spot methods of coverage in the Gardens' and Homes' departments. A Food Department conference took place at the home barbecue of a subscriber. And in preparation for the travel-trips to the Monterey Peninsula, Yosemite National Park and Lake Arrowhead, the six men were briefed with background material from the magazine's travel editor.

That this full-scale demonstration of the significance of Western Living to business could be effective was shown in the earlier test of the training method in 1949. Since 1949 *Sunset's* advertising revenue has doubled. Linage from the Eastern office is up 127%.

The sales conference cannot be given all the credit. But it shares with other factors in the achievement.

The End

The "5th Dimension"

PUTS MORE SELLING POWER IN YOUR HAND IN

DELAWARE VALLEY, U.S.A.

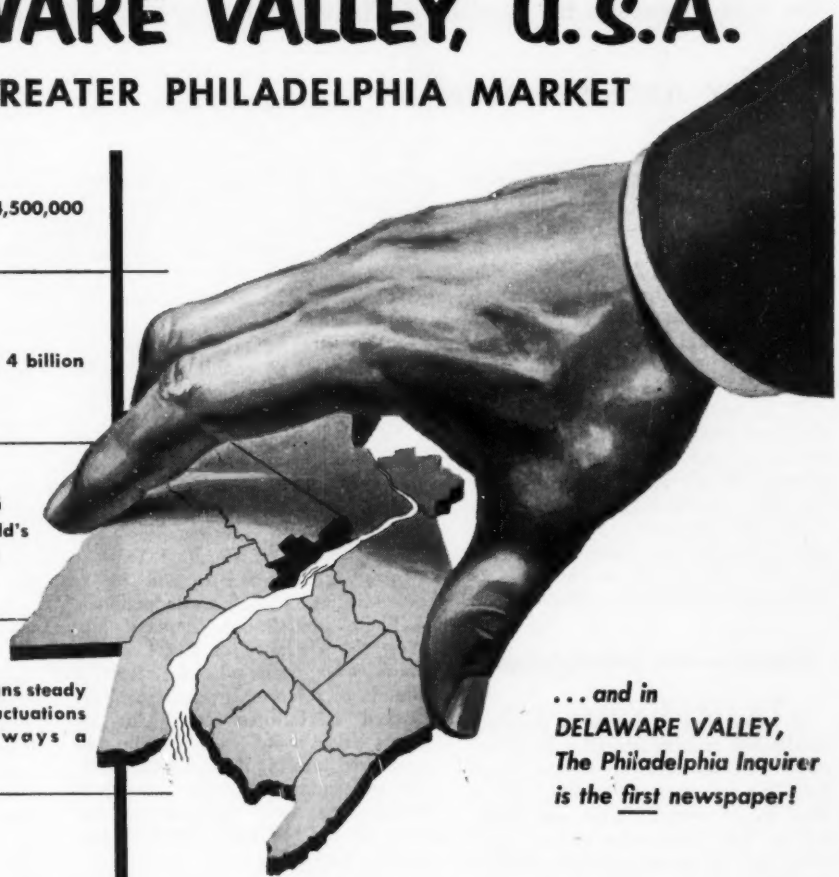
THE GREATER PHILADELPHIA MARKET

1 POPULATION
Philadelphia area, over 4,500,000 persons

2 RETAIL SALES
Philadelphia area, over 4 billion dollars yearly

3 MANUFACTURING
Delaware Valley is World's Greatest Industrial Area

4 STABILITY
Diversified industry means steady employment, fewer fluctuations in labor force...always a sure market



...and in DELAWARE VALLEY, The Philadelphia Inquirer is the first newspaper!

5 THE GROWTH FACTOR

Capacity and potential for dynamic expansion

Delaware Valley expansion hits the 3-billion-dollar bracket. 1¼ million families earn and spend in higher brackets, too. That's *today's* Valley! *Tomorrow* . . . count on the "5th Dimension"—the growth factor—to keep sales climbing here as cost per sale drops. THE PHILADELPHIA INQUIRER continues growing with the market, giving your advertising greater sales-value.



The Philadelphia Inquirer

The Voice of Delaware Valley, U.S.A.

Exclusive Advertising Representatives:

NEW YORK
ROBERT T. DEVLIN, JR.
342 Madison Ave.
Murray Hill 2-5838

CHICAGO
EDWARD J. LYNCH
20 N. Wacker Drive
Andover 3-6270

DETROIT
GEORGE S. DIX
Penobscot Bldg.
Woodward 5-7260

West Coast Representatives:

SAN FRANCISCO
FITZPATRICK & CHAMBERLIN
155 Montgomery St.
Garfield 1-7946

LOS ANGELES
FITZPATRICK & CHAMBERLIN
1127 Wilshire Boulevard
Michigan 0259

Your Entertainment Deductible?

Better double-check yourself this year. Uncle Sam is tightening the rules, and tax courts are backing him up. How will the rule-of-reason be applied on travel, hunting lodges?

BY JEROME SHOENFELD • *Washington Editor*

Several things are happening which may change expense account life. For instance:

1. Commissioner of Internal Revenue, T. Coleman Andrews, says that he doesn't think that expense accounts should provide a means of livelihood. He's virtually threatened, though perhaps emptily, to destroy the very fabric of Expense Account Society.

2. In his war against lavish claims, Andrews had a bit of luck: favorable tax court decisions. One of them emphasizes what's really old stuff—that the Revenue Service can sometimes make you document the entertainment expenses you claim. Both bring up your own share in the delights you spread before your customer.

Products—Not Entertainment

3. Now and then, the Service has disallowed entertainment expense because buyers, combing sellers' markets for scarce merchandise, didn't need to be treated. This was never a rule: The substitution of entertainment for the products that couldn't be delivered was often accepted as necessary salesmen's strategy.

4. The Service may come up with standard deductions for entertainment, gifts, travel.

5. Congress is interested and may sweeten things for salaried and commission salesmen who go on the road. It may make it more difficult for those top executives who've become pillars of their expense account communities.

6. Some buyers manage to live better than you could expect on small salaries and don't ask for raises. Occasionally, the Service asks whether they ought not to enter as income the gifts they get from salespeople. You never read about these cases because they're settled, not fought in the open.

From all this, you can't infer that any particular deduction has been outlawed. Nor should you infer that expense accounts hereafter will be slashed so thoroughly that perfectly legitimate sales costs will have to be paid out of personal income. It's more complicated. Let's consider the enumerated points:

The Commissioner has made remarks such as these:

"Too often, expense accounts are just a device to enable employes to spend a lot of money and have a good time at government expense."

"Among other things, examining agents have been alerted to watch for abuses in the use of 'entertainment expense' such as country club dues, maintenance of automobiles and yachts, travel for personal reasons, visits to vacation resorts, and similar expenditures claimed as deductions."

These and similar comments express the vigilance of the Commissioner, who means what he says. He intends to refer to personal spending masked as business cost. But his points haven't and probably won't be translated into regulations which outlaw particular deductions now permitted. It's more rigorous enforcement of the old rules that's threatened or promised.

T-Men: "Be Suspicious"

Revenue agents are under order to be suspicious — but they've always been under order. You hear different forecasts on whether they'll disallow things they used to accept, from which it's safe to infer that they sometimes will. But an agent isn't likely to discount clearly legitimate deductions: Like most people, he enjoys being right and doesn't want to provoke a law suit.

Recent tax court decisions give the Service greater power to disallow entertainment expense, the reach of which you can't exactly bound. A machinery dealer, S. P. McCall, maintained a deer camp at which he entertained customers. That he actually did entertain them and not use the place exclusively as a private retreat he proved sufficiently. But the court substituted a pittance for the full cost of maintenance he had deducted. He hadn't shown that all of his expenditures were on customers.

Dr. Richard A. Sutter, a St. Louis physician, had put down as business expense the cost of entertaining patients on his cruiser. The court allowed only a quarter of his claim: the 75% on which it taxed him, the judge argued, would have been spent anyway. Sutter did enjoy cruising.

There's certain similarity in the two cases: taxation of a part of entertainment expense supposedly spent on the taxpayer himself. The Service had started these cases before Andrews took office, so that they don't uniquely express his policy. But they fit it cozily.

The Experts Disagree

It's interesting that top officials are more cautious than outside experts in stating just how much, in the light of the decisions, salesmen will be allowed to deduct. They don't completely agree with each other and carefully warn that their own opinions are not authoritative.

A salesman takes his customer to dinner and a show — for example, "South Pacific." All these opinions are expressed:

1. Only the customer's half is tax-free. Even though the salesman went in hope of a sale, he too enjoyed it and there's no exemption for recreation.

2. Suppose the salesman had gone to "South Pacific" for the tenth time with the tenth customer? Could anybody claim this was for enjoyment? Suppose he disliked going out, which many people do? On the other hand, must we tax people because they enjoy their work?

3. The salesman spent more on dinner than he usually does. He may deduct the additional amount, but only that.

It's doubtful that the Service will always disallow all of the salesman's expenditure which happens to be on himself. Proof by a salesman that he goes to shows, fights, bars, etc., only to please customers would probably exempt most of his share of the bill. It's to be doubted that a company will have to go so far to assign only wet-blankets to entertain — but you can never be sure.



This is interest

This is ENTHUSIASM!

The AMERICAN WEEKLY *creates* ENTHUSIASM*

At the close of business 1953, The AMERICAN WEEKLY chalked up a $4 million 300 thousand gain in advertising revenue . . . 37 per cent ahead of the preceding year . . . and the greatest advertising dollar increase for any twelve month period in the history of Sunday magazine publishing.

*ENTHUSIASM is interest raised to the buying pitch!

Most likely, different agents will decide differently on these things. They're alive to local gossip: who's a generous treater, who's stingy, who browbeats reluctant prospects into accompanying him on his gay rounds. Reasonably checked gossip weights decisions.

"I carry as much life insurance," an official expounded, "as any man in my bracket. But, I've never gotten anything from a life insurance salesman except calendars. If a life insurance salesman claimed a lot of entertainment, I'd look again. But the same deductions by a play broker, or a man selling women's dresses, I'd treat with respect. As to a salesman's own fun, I'd get a line on what he was like . . . I know some home loving salesmen."

This gives no exact statement of how much you may deduct. There is none. These cautions seem important:

1. You can't deduct more than you spend. It's a good idea to keep a diary, along with identifiable receipts, showing when you spent how much on whom.

2. Entertainment is allowed only if it's "ordinary." Generally, "ordinary" has meant usual in your trade—what everybody does is proper. You may outshine the competition a little but not too much in helping customers to enjoy themselves.

3. In addition to being ordinary, the expenditure must be "necessary." In practice, this means ordinary and sensible: If you couldn't possibly land an order larger than $50, spending that amount to entertain would, of course, be "not necessary."

Pare Entertainment

4. All of the above is old stuff. Here's what's new: It's probably safest, under the new decisions, to pare your entertainment expense by the amount you'd have spent anyway. If it's a luncheon, it's perfectly simple. If it's a hunting lodge, country club dues, yachts, travel to resorts, there's a touchy problem of allocating costs. The Sutter decision seems to allow the Service to make you allocate all such maintenance costs to yourself. It's doubtful that it will go so far.

Notice that these strictures do not apply to gifts. Obviously, the salesman giving something away isn't spending on himself. It's Revenue Service doctrine that businessmen are stingy at heart and give their customers no more than they themselves consider "ordinary and necessary."

So much for the recent court cases. There's been a hubbub over refusal to accept, as business expense, the entertaining of buyers searching for goods—when they didn't need to be entertained.

There were plenty of such cases during and since the war. Andrews didn't discover or invent them. As markets tighten, the Service will have to drop that argument. It's always possible that Treasury agents won't keep up with the times, but will serenely dream of sellers' markets when salesmen in fact are struggling to land a few orders.

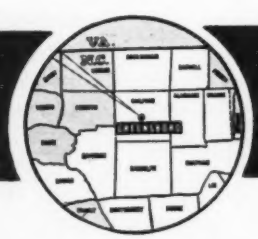
The new Commissioner prefers to do things wholesale. He'd like to collect revenue more gently, with less effort and in greater abundance. Just as the Service won't tolerate a $50 treat in order to sell that amount of merchandise, so Andrews is pained to see an agent invest $50 of time to collect somewhat less. He is searching for ways to produce more. One may be a standard deduction, or several standard deductions, which would cover the run of salesmen's expenses. There may be separate standard amounts for entertainment and gifts

"This is the size we use in the Growing Greensboro Market!"



IF YOU'RE AFTER "air-borne" sales action you'll get it quickly in the Growing Greensboro ABC Market in North Carolina — the South's No. 1 State! . . . Here's a major market that turns in consistent brilliant performance in the "sales-dollar department" — an ABC market whose people account for 1/5 of North Carolina's $3-billion total retail sales . . . The fastest way to turn your sales message into sales dollars here in the Growing Greensboro ABC Market, is to schedule the 100,000 daily salesmen of the GREENSBORO NEWS and RECORD . . .

The only medium with dominant coverage in the Growing Greensboro ABC Market, and with selling influence in over half of North Carolina!



Greensboro News and Record

GREENSBORO, NORTH CAROLINA

Represented by Jann & Kelley, Inc.

Sales Management Figures



Who moves you is just as important as where you move

● Transferring sales personnel can be a real headache . . . no two ways about it.

Now, there's a sure way of getting it done right!

Just dial the always helpful United Van Lines agent nearby . . . give him the order . . . and then relax, knowing United **Pre-Planned** service will take over, completely.

You will find a nearby United agent in your classified phone book. He is at your service!

Write for your United Rate Calculator to help determine moving costs. We will also send a helpful United Moving Kit.

UNITED VANS EXCLUSIVELY ARE ®SANITIZED FOR YOUR PROTECTION



United VAN LINES, INC.

MOVING WITH CARE EVERYWHERE
OVER 400 AGENTS IN U. S. and CANADA
Headquarters—ST. LOUIS 17, MISSOURI

on the one hand and for travel on the other. Invidious as it sounds, there may be separate standards for men in different lines.

If that happens, there will be more of a problem for many salesmen than there now is in treating medical expense, charity, etc. Only those would continue to make out lists whose expenses were sufficiently higher than the standard to merit hours of work and a year of keeping records. Government now finds it profitable to allow many people a large miscellaneous deduction than they're entitled to in order to focus attention on the few who spend more.

This year, Congress may change the law so as to make life easier for salesmen and more difficult for those top executives who've made "expense account" a sure-fire TV gag. For salesmen, these points are being examined:

1. You may deduct fares, lodging, food, laundry, baggage, etc., while on the road. But the law directly discriminates against the hired traveling salesman in favor of a private contractor, such as a manufacturer's agent. Each lists his expenses. In so doing, the hired man must sacrifice his standard deduction completely, replacing it with his detailed list. A boss, on the other hand, subtracts these costs from his gross income and then takes his 10% standard on the adjusted amount. On $10,000, the difference comes to several hundred; on higher incomes, it's greater.

Travel Deductions

2. The law allows travel deductions when "away from home." The tax court by this means "outside the city in which you live." It decides in favor of the taxpayer, to take a 7 a.m. plane and get home 6 p.m. for dinner. The Service, on the other hand, doesn't acknowledge that he's been away unless he stays overnight. Congressmen observe that the law was written before the days of fast plane service.

The travel deduction permits fancy living and buying which Congressmen object to. A company may have offices in two cities. A vice-president can rent an elegant establishment in one of them, charging it to taxes. In Washington, D.C., itself, there are a number of these places. Without a change in law, Service officials doubt that they can do much.

Hotel shopkeepers describe an interesting dodge: People buy expensive things, which they have placed on the hotel bill. Thus, they collect hotel receipts to show the revenue agent. Would it be possible to require that hotel bills above a given sum be itemized, so that the collector could tell the difference between food and clothing?

The Service has always been interested in what those who get treated pay in taxes, as well as in those who treat. But these cases are fewer: The burden of proof is on the Service to show that the recipient has earned his entertainment and gifts. Sometimes, it's possible—notably when a man's stated income doesn't account for how he lives. If the Treasury drives harder on this, which it may, buyers won't always permit salesmen to entertain them.

There's a final point. Sometimes, the tax court will allow things that the Service denies. The revenue agent prefers that you don't go to court. But if you do, your returns for all back years still on file are likely to be searched. Never appeal unless you know you can defend not only this year's, but last year's statement, too.

The End

AN EASEL FOR TOTERS



Open as above, size 28"x36"
Folded for toting only 21"x28"

This new TABLE MODEL All Purpose Portable Easel folds about half the size of its long, leggy brother and weighs only 11 lbs. Thus it is much easier to carry. All aluminum, of course, and designed for use as a Whiteboard with the large paper pads. But this new, ingenious easel is also ideal for use with turn-over or cardboard charts.

Other models—write for free literature
PLEASE NOTE OUR NEW ADDRESS

ORAVISUAL CO. INC. Box 609 Sta. A St. Petersburg, Fla.
(Branch: Box 1251 Stamford, Conn.)



FULL COLOR POSTCARDS
for less than 1¢ apiece!

☆ Made direct from your transparency, Crocker's full four-color postcards with their exclusive Mirro-Krome finish are ideal for direct mail, dealer promotions and many other uses. Write today for free samples and price list.

Department S-1

H. S. CROCKER CO., INC.
SAN BRUNO • CALIFORNIA

WORTH WRITING FOR...

Booklets, surveys, market analyses, promotional pieces and other sales literature useful to marketing executives.

An Easy Way to Test Metropolitan New York: Market and media data file for Bayonne, N.J., compiled by *The Bayonne Times,* in conformity with Standard Market and Newspaper Forms of the Bureau of Advertising, A.N.P.A. and the American Association of Advertising Agencies. The facts in it show how a typical segment of Metropolitan New York can be tested inexpensively by testing Bayonne. Some of the highlights: Bayonne is entirely urban. Located at the southernmost end of Hudson County, it is surrounded on three sides by water and has no suburban territory. It is the fourth largest industrial city in New Jersey and eighth largest in population—77,203. It is the home of over 100 diversified industries and some of the most widely known trademarks—International Nickel Co., Baker Caster Oil Co., Esso Standard Oil Co., General Cable Corp., The Best Foods Co., The Texas Co., The Tidewater Oil Co., Maiden Form Brassiere Co., to name a few. It is the home of one of the largest U.S. Naval bases and dry docks in the world. No trading zone has been established. The city circulation of the *Times,* the only newspaper in the city, has a family coverage of 84%. With this saturated coverage and no trading zone or "all other circulation," Bayonne cannot be sold from the outside. For the complete file, write to Sidney Lazarus, Publisher and Sales Director, *The Bayonne Times,* Bayonne, N.J.

Cost of Producing Orders in Industrial Markets: Booklet made available by Sweet's Catalog Service. It reports the results of a recent Sales Executives Club of New York survey, in which executives responsible for sales in firms selling to three prime industrial markets — product engineering, plant engineering, machine tool — were asked to estimate the number of orders per 100 calls under three separate conditions: cold calls, advertising inquiry follow-ups and calls made after being invited by prospects who have studied catalogs. Replies indicate that the ratio of orders to sales calls is highest when prospects have studied a firm's catalog and then ask the salesman to call. In the booklet there is space for the reader to check off his own answers to the questions. Write to Garwood Wolff, Manager, Sales Promotion and Advertising, Sweet's Catalog Service, 119 W. 40th St., New York 18, N.Y.

New Orleans' Three Markets: Factual booklet describing the manufacturing and distributing opportunities in New Orleans. Prepared by Greater New Orleans, Inc., it covers the domestic markets of the new industrial South, the nearby markets of the progressive countries of the Greater Caribbean Basin and the world markets available to the two-ocean New Orleans port. Each market is treated separately: (1) Domestic—The immediate trade area includes Louisiana, Mississippi, Southern Arkansas, West and South Alabama, West and South Florida and East Texas, comprising the whole of Louisiana and Mississippi and one-fourth of each of the other states—a population of 8,347,500 and retail sales in 1948 of more than $5½ billion and Effective Buying Income of $7 2/3 billion. (2) Greater Caribbean—This area includes 21 Latin-American countries. More than one-half the U.S. trade with Latin America is concentrated in this area. It's a vast reservoir of many metallic and non-metallic materials which are being depleted or are undeveloped in the U.S. Total U.S. exports in 1948 to the Caribbean area amounted to $1,964,016,196. Total imports amounted to $1,292,505,739. (3) World Markets — From the standpoint of international trade, New Orleans is the second port in the U.S.A., second in dollar volume. The Foreign Trade Zone is free from restrictions of customs regulations. Included in the booklet is information about labor conditions; fuel; power; water and waste disposal; special manufacturing opportunities; existing manufacture; climate and community advantages; property taxes and corporation laws; economy features of the port; transportation, etc. Write to Richard G. Jones, Greater New Orleans, Inc., 315 Camp St., New Orleans, La.

TO THE STRONG . . . .

. . . . AND THE VERSATILE

will go the 1954 marketing race.

This year you need every selling tool!

Equip yourself now with the know-how and the know-why of incentive merchandising . . . premiums, sales incentives, advertising specialties . . . yours in *Premium Practice* for the next twelve months.

FOR FEBRUARY "What Grocery Manufacturers Must Know About Retailers" by Patsy D'Agostino . . . A survey report on Installment Retailing . . . and many other features.

FOR MARCH "The Premium Boom in Food Retailing," a Premium Practice survey report . . . "How Wholesalers Meet the Test" by Randolph L. Treuenfels . . . and "The Law for Premium Users" by Frank T. Dierson.

EVERY MONTH Timely features on what incentives can do, fact-packed case histories, where-to-buy-it information on new premiums, news and opinion on today's marketing problems.

CHECK your merchandising "tool kit" now—Be sure it includes the next year's issues of Premium Practice . . . for only $3.50.

50th Year

PREMIUM PRACTICE

The Magazine of Incentive Merchandising

PREMIUM PRACTICE, 386 Fourth Ave., New York 16

Please enter my 1-year subscription

☐ **Bill me** ☐ **Check is enclosed ($3.50)**

PRINT NAME .....

TITLE .....

COMPANY .....

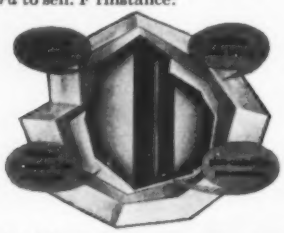
ADDRESS .....

CITY .....

Stickin' Around with KLEEN-STIK

START THE NEW YEAR RIGHT—

Best resolution you ever made—to use KLEEN-STIK for *all* your Point-of-Purchase advertising in '54! This miracle moistureless adhesive does a *multitude* of P.O.P. and labeling jobs better than *most other materials*. Makes terrific window and door signs, shelf edgers, bumper strips, etc., that go up *easy* and work *hard* to sell. F'rinstance:



"Hot Idea" Sells More Heaters!

To introduce "Vit-Rock" lining in their water heaters, THE COLEMAN CO. of Wichita felt that a *cutaway* view of the new wonder-construction would "warm up" prospects to buy. But cutting up *real heaters* would be expensive — so the Sales Promotion Dept. devised this *big* (13 x 17) die-cut, lithoed on KLEEN-STIK stock. Instructions on the back tell dealers how to *peel* the protective backing and *press* the display in place on the heater, where it shows the cross-section *quite* realistically! Swell art and production by McCORMICK-ARMSTRONG CO., Wichita, Kansas.



"Poetry in Wood" . . .

That's how RALPH A. BAILEY & CO. of Bend, Oregon, describes its beautiful woodenware products of rare Myrtlewood, found *only* in the Holy Land and a small section of the Pacific Coast. To match the prestige of his products, owner and idea man RALPH BAILEY worked out this elegant label in *two colors* on gleaming gold foil. It's backed with peel-and-press KLEEN-STIK that *sticks tight* to the polished, curved surfaces, yet comes off easily. Prestige production was ably handled by WALLY MORTENSEN of EASTMAN TAG & LABEL CO., Portland.

Myrtlewood may be rare, but not KLEEN-STIK! This wonderful stuff grows in the plant of your *favorite* printer or lithographer—ask him about it. And ask us for our *free* "Idea-of-the-Month" service — just write on your company letterhead.

KLEEN-STIK PRODUCTS, INC.

225 North Michigan Avenue • Chicago 1, Ill.

Pioneers in pressure sensitives for Advertising and Labeling



ONE ANSWER: In-store displays. This one: a mobile.

Promotion and Sales —For Everyone But You?

The "hi-fi" boom is on but the phonograph needle industry wasn't keeping pace. Jensen found ways to get sales.

***An interview with* KARL JENSEN**
President, Jensen Industries, Inc.

Initiation by Karl Jensen, president, Jensen Industries, Chicago, of a two-week test campaign gave the phonograph needle industry a long-overdue boost. The test campaign conducted by this major manufacturer of phonograph needles utilized special merchandising materials and the new "Jenselector" (16-page guide for determining needle type).

Result: Sales zoomed from 52% to 252% over the previous two weeks —and letters poured in from cities varying in size from Minneapolis to LaCrosse, Wis., all of which endorsed this method to increase phonograph needle sales.

Why this sudden promotion of phonograph needles? Jensen recognized that his company's activity in the electronics field "was not keeping up with the mammoth gains being made in the industry generally." He says that he thought he knew "why our progress was slightly slower than that of the rest of the electronics manufacturers, but I felt that the real answers could be determined only through a series of field tests. I called a meeting with the principals of our advertising agency (Wright-Campbell Advertising, Chicago) and we drew up a plan."

Consensus was that with proper in-store selling aids needle sales could be increased many times. It was an ailing industry because the product was something the average owner of a record player seldom thought about. Jensen and members of his staff jumped in their cars and personally visited many record stores to check on the practical problems faced by the retailer at the point-of-purchase. They discovered that two reasons existed for lack of sales:

1. The average customer usually did not realize that a phonograph needle must be replaced after certain periods of normal use, and that there was a misconception of the term "permanent needle." Dealers simply had not made their customers aware of this fact, although both sides knew the technical points concerning player equipment.

2. Weakness in stylus (needle) sales was traced directly to salespeople. Faced with more than 2,500 different needle choices, many salespeople were as confused as the customers. This lack of ability to recommend a specific needle resulted in lost sales.

Looking up cartridge numbers, player models and other facts were too time-consuming. Selling a needle came to be looked upon as a job for a specialist—a service man or shop owner who had the proper "background."

Helps Prospect Select

Karl Jensen and Don Campbell, of the advertising agency, then recognized that they would need a two-pronged program—education of the salesperson and stimulation of consumer interest. For the former problem, they came up with the "Jenselector," a 16-page guide which quickly tells which needle a customer must have. The system is based on the customer's answering three simple questions about his machine: brand name; method of needle-changing; number of speeds.

By following a chart, the salesperson immediately has the stock number of the correct needle or needles for the machine.

After many revisions, the completed, attractively-assembled Jenselector was tested in large and small shops in and around Chicago. As anticipated, salespeople who used the Jenselector were pleased to be able to find the appropriate needle quickly and to make many more sales.

"However," Jensen says, "we realized that the job was only half completed, that it was going to be necessary to bombard the consumer with point-of-purchase material to make him aware that he should purchase a new needle. We then engaged a sales consultant to help plan the campaign and to handle the final phase, the two-week test in the 10 markets."

When the over-all program was ready for launching, ammunition included colorful window streamers, counter cards, mobiles, audition booth placards and reminder cards for salespeople. Each was designed to emphasize the theme: "Don't ruin your records with 'chisel-point' needles . . . Change *Now!*"

Striking, oversize illustrations emphasized the damage that a worn needle could do to a record. The word "gouge" dramatically explained the permanent damage a worn needle can do to an otherwise good disk. Customers were constantly reminded that an investment of hundreds of dollars could be ruined by not giving needle replacement the necessary attention.

First shipments of display materials went out through Jensen distributors along with the Jenselector. Results began to show. Store after store reported the same story:

1. More needle sales could be made when the public was made *aware* of the need for new needles.

2. More needle sales could be made by store personnel through their ability to select the proper needle with the help of the Jenselector.

Dealer comments underscored value of the program. Paul A. Schmitt Music Co., Minneapolis, said that its sales jumped 129%, and the management wired that "you at Jensen have developed the handiest merchandising system for stylii of the many which are available."

"The mobiles, especially, attracted a lot of customer attention; the Jenselector is a boiled-down approach to satisfy the customer's need," said Zender Music Store, Lima, O., which reported a 252% increase in needle sales.

1954 "Best Yet"

In going over the results of the educational program, Jensen emphasizes that the potential for continued increases in needle sales cannot be minimized, and that 1954 can without a doubt be "the best needle sales year yet." Replacement needles are a big profit-maker not only because of the amazingly low overhead required for needles, but for the good return on stock investment. Shelf space is negligible and turn-over is high.

Jensen believes that every retailer wants two results: greater sales volume and increased customer satisfaction. With the industry's new "shot-in-the-arm" both will be realized. Phonograph needle manufacturers are coming out of the background into an important spot in the electronics picture. The End



All business is specialized

. . . and nothing specializes on your business like your business paper

This profit-wise peddler looks for the wettest crowds. His business is *specialized.* Like yours.

And like your business, this business paper of yours specializes, too. It packs into one place the current facts you want. It scouts out, sorts out, reports and interprets the specific news and information you need to keep posted and keep *ahead* in your field. Cover to cover, editorials and ads, it concentrates on bringing you specialized help you can't get *anywhere* else. Read it thoroughly . . . and put it to work.

This business paper in your hand has a plus for you, because it's a member of the Associated Business Publications. It's a *paid* circulation paper that must *earn* its readership by its quality . . . And it's one of a leadership group of business papers that work together to add new values, new usefulness, new ways to make the time you give to your business paper still more profitable time.

Coming . . .

Gruen Finds
Three Ways
To Lick
Off-Season Slump

in Sales Management
Feb. 1

One of a series of ads prepared by
THE ASSOCIATED BUSINESS PUBLICATIONS

Muddled . . .
Misused . . .
Misunderstood . . .
That's Sales Promotion!

(continued from page 36)

In the Beginning, a Simple Question

I had lunch with Bill Kelly shortly after he had been made sales promotion manager for Sinclair Refining Co. I asked him to tell me about his new job responsibilities. He ran down a long list: point-of-purchase materials, portfolios and sales tools, direct mail, meetings and conventions, exhibits and shows, sales training . . . half a dozen more.

This lead to some discussion in which both of us lamented the looseness with which the term "sales promotion" is used. We talked of the difficulty of making job-pattern sense out of the manager's job. We remarked upon the tendency of many companies to use the Sales Promotion Department as a dumping ground for homeless odd jobs. We took note of the fact that there is little business literature on promotion subject matter . . . that the subject seems to be getting short-changed in a large segment of the business press.

Our conclusion: Sales promotion managers themselves should be giving some organized study to their profession. They should be taking the initiative toward correction of some of the many things they cite as job handicaps.

The upshot was a decision to ask a group of sales promotion managers to pool their experience and ideas in a job study. Forty-four did so. They represented such widely diverse industries as electrical appliances, gas and oil, farm machinery, industrial equipment (Samples: precision instruments; pumps; plumbing equipment; fire-fighting apparatus), packaging, textiles, stationery and insurance.

Because we wanted a candid expression from each man on all of his gripes, we promised anonymity. The gripes turned out to be vehement, voluminous, and revealing. They should be significant to top management men who want improved efficiency in sales promotion . . . who sense the waste now so often chargeable to poor co-ordination between promotion and other sales and advertising activities.

The report presented on these pages summarizes the findings. We hope it will be regarded not as an "answer" to anything, but rather as a picture of a situation that requires a great deal more attention. The piece in "Comment" (page 27) makes several tentative suggestions.

A. R. HAHN
Managing Editor.

adequate provision has been made to handle sudden assignments tossed in his lap, the sales promotion manager's carefully laid plans may bog down and his highly-paid employes may be diverted to routine jobs.

It appears from the definitions offered by our panel that the function of sales promotion has expanded in many companies to embrace everything designed to supplement and support the personal sales effort of the manufacturer, the distributor and the dealer, including training at all levels. If there is one major divergence in our replies, it concerns the relationship with advertising. In 17 definitions, advertising and sales promotion are one. In the remainder, advertising appears to work separately but in close cooperation with sales promotion.

Now let's examine the functions which, to a greater or lesser extent, have been built into the sales promotion departments of the 44 companies represented in our sample. See page 37.

The functional breakdown shows how we asked each sales promotion manager to designate: (1) functions for which he has primary responsibility and (2) functions for which he has partial responsibility. He was also asked to add to the check list we supplied any additional functions within the scope of his department.

The consolidated picture of these panel companies shows how the activities of sales promotion have widened and deepened. It would appear that this department has long since graduated from a minor and supplementary role in the sales program to become one of its vital parts. The summary also reveals why the sales promotion budget in the bigger companies is now written in millions of dollars.

Who's on Second?

In an attempt to find out where the sales promotion manager fits into the organizational setup of his company, we asked the question "To whom (title) in your company do you report as your superior officer?"

10 report to the president.

18 report to the vice-president in charge of Sales.

9 report to the sales manager.

13 report to the assistant general sales manager.

2 report to the merchandising manager.

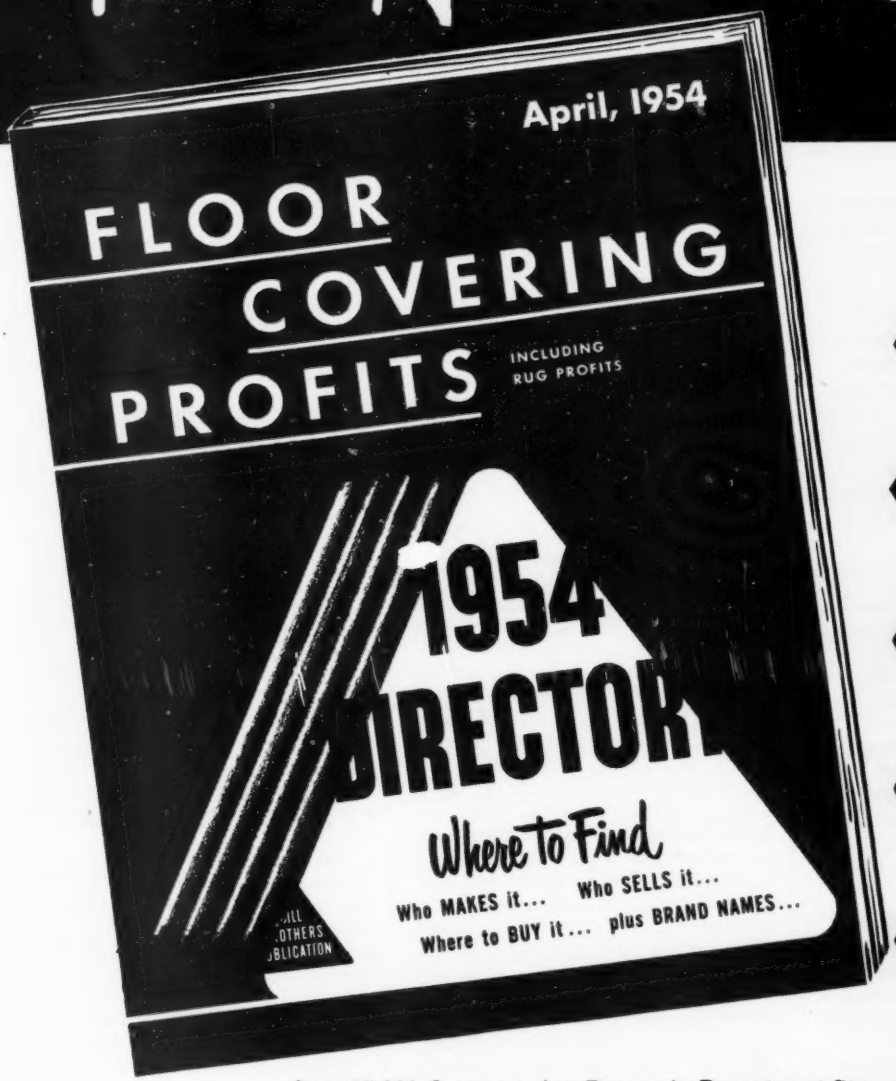
2 report to the director of advertising and promotion.

In one case the president doubles as sales manager—two managers report to three top people in their companies. (It must be remembered that some advertising managers are also sales promotion managers).

The close relationship between sales promotion and the line organization in many companies is pointed up by the large number of sales promotion managers who report directly to sales managers. This, I suppose, will be no surprise to anyone in a business where the job of implementing promotion is as important as the job of creating it and obtaining a full value tie-in with advertising. The need for teamwork between sales promotion and sales management is recognized, at least, in the organizational charts of most companies that participated in the survey.

ON ITS WAY TO YOU... APRIL 1st

Your Answer Book



Where to FIND...

Who MAKES it...

Who SELLS it...

Where to BUY it...

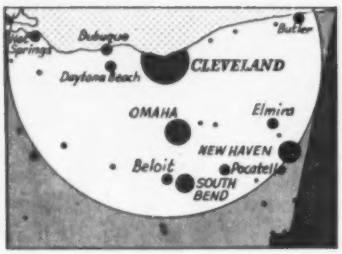
plus BRAND NAMES.

ADVERTISERS PLEASE NOTE

Over 15,000 floor covering Buyers in Department Stores, Furniture Stores and Specialty Stores will receive the 1954 edition of the ANNUAL FLOOR COVERING DIRECTORY in April. It is important that your advertisment appears in this bible and guide, used by thousands of your customers and prospects.

The 1954 Directory is your best advertising buy for putting your product story within handy reach—for quick, easy and frequent reference by buyers all over America.

SUGGESTION: Make your reservation now. Closing date March 10, 1954. Write Jack Ward, Business Manager, FLOOR COVERING PROFITS, 386 Fourth Avenue, New York 16, N. Y. Or phone: LExington 2-1760.



LOST in a CROWD!

Industrious Northeastern Ohio is a profitable area to sell. It teems with major markets.

Cleveland, for example, has 20 important neighbors, each with its own daily newspaper. Marketing eyes are often blinded by the brilliance of Cleveland, failing to see the sparkle of its neighbors, ten of which rate from 20,000 to 300,000 in population:

Akron surpasses Omaha.
Youngstown tops New Haven.
Canton exceeds South Bend.
Lorain equals Dubuque.
Warren surpasses Elmira.
Massillon exceeds Beloit.
Elyria tops Daytona Beach.
Sandusky leads Hot Springs.
Alliance equals Pocatello.
Ashtabula exceeds Butler.

In each of these cities . . . readers *read local* . . . and buyers *buy local*.

The same is true in Cleveland . . . where The Press reaches 7-out-of-10 homes on *every buying day*—in an area containing 1,500,000 people.



The Cleveland Press

Budget Problems Perplexing

The purse strings are usually untied at high levels. How management budgets sales promotion (and advertising) is one of the major factors in the success or failure of the sale of its products.

Two questions and their answers:

1. Does your company have a Budget for Sales Promotion specifically, or is the Budget for Sales Promotion included in (a) the over-all Sales Budget or (b) the Advertising Budget?

16 have a specific Sales Promotion Budget.

5 are included in the over-all Sales Budget.

23 are included in the Advertising Budget.

2. Is this budget broken down to cover various functions and company departments?

21 answered Yes.

10 answered No.

13 did not answer.

Of those who answered Yes:

7 were broken down to cover functions.

3 were broken down to cover company Departments.

3 answered as follows:

Broken down to cover each product.

Only advertising.

Sales Planning Budget (Sales Promotion and Training).

8 did not specify a breakdown.

Stop-start spending or spending geared to the up-and-down lines on the sales chart is a big gripe in sales promotion. The problem of budgeting large sums for intangible and, perhaps, long-term results is perplexing to many in top management who are willing to spend a buck for a dollar's worth of capital goods but hesitate when it comes to advertising and promotion. Tying the budget to a percentage of gross sales is a simple expedient and many companies let it go at that. If sales go down, so does the spending, and market development sometimes lags when it should be undertaken in full swing. Other companies make use of promotional funds to counteract market trends. Wise spending in periods of competitive apathy often pays off, as does strategic spending aimed to cash in on the first signs of an upswing.

Many promotion managers, however, with stop-start management policy would welcome even a "gear to sales system" because it would give them a measure of stability in long-range planning. The managers who are really on the spot are the ones who are subject to sudden cut-off from funds without regard to plans, commitments and money already invested in programs.

The promotional budget needs all of the consistency management can give it. Stop-start spending interferes with productive planning. It precludes buying art, printing and other services and materials at lowest cost. It causes sudden rush jobs and overtime, disrupts timing and interferes with adequate planning and construction. It is costly and wasteful.

Sales promotion can take necessary cuts and even sudden cuts—it can rock with the punches like any other department when conditions demand austerity. But real economy, real results in promotional expenditures, are to be found in organizations where sales promotion can plan ahead with a reasonable expectancy that the power will not shut off in the middle of the stream.

What About "Finished Production"?

Every promotion manager has asked himself the questions: "How much of the total job should we do within the department? When should we ask outside specialists to sit in on the planning? What should we farm out and where?"

These are important decisions. They have a direct bearing on the quality and cost of the final product, upon the time lapse in getting the promotion into action. Their answers have a great deal to do with advertising co-ordination and, frequently, with implementation of field promotion.

There must be a point of maximum efficiency in going outside—but where is it?

Here is a glimpse of the inside-outside promotional practices among the companies surveyed. In answer to the first question "Are planning, copy, layout and finished art handled within your department completely?":

13 answered Yes.

28 answered No.

3 did not answer.

Then we asked, "Do you consider your method satisfactory from a standpoint of cost, quality and speed?"

Of the 13 who handled promotion completely within their department:

As to cost—13 said Yes.

As to quality—12 said Yes and 1 No.

As to speed—12 said Yes and 1 No.

Of the 28 who do not handle this

3 to make Money

★ ARMY TIMES
★ AIR FORCE TIMES
★ NAVY TIMES

Your ad in the Times network of weekly service newspapers will sell your product to this 7-billion dollar consumer market: the members of our Armed Forces and their dependents. Low combination rates give greatest Service coverage at lowest cost per thousand readers.

Complete market data book is yours for the asking at nearest office

ARMY TIMES
AIR FORCE TIMES
NAVY TIMES
(All Members: Audit Bureau of Circulations)

HOME OFFICE:
3132 M St., N.W. WASHINGTON 7, D. C.
Branch Offices in: NEW YORK • LOS ANGELES
PHILADELPHIA • SAN FRANCISCO • CHICAGO
LONDON • PARIS • ROME • FRANKFURT • TOKYO



On the job!

Our volunteer speakers are saving thousands of lives *today*... in factories and offices, at neighborhood centers and at organization meetings all over this land... showing people what they can do to protect themselves and their families against death from cancer.

For information just telephone the American Cancer Society or address a letter to "Cancer," care of your local Post Office.

American Cancer Society

work completely within their departments:

As to cost—18 said Yes and 10 No.

As to quality—19 said Yes and 3 No.

As to speed—15 said Yes and 7 No.

(Six did not supply a breakdown as to quality and speed.)

Sixteen managers took the time to discuss their "Yes-No" answers to the question "Are planning, copy, layout and finished art handled within your department?" Here are a few of the answers:

"Planning, copy and rough layout handled by department. Final production by advertising agency. Not satisfactory. Not enough help from agency in preliminary thinking; cost too high; quality and speed impaired."

"Copy is handled in the department; layout and art with the help of outsiders."

"In this department we plan copy and roughs. The roughs are then sent to our Art Department (which does a great deal of creative work for our clients) who handle the finished art. This procedure, I believe, is extremely satisfactory from the viewpoint of cost, quality and speed."

"Agency handles, but we initiate and do most of the preliminary work."

"Prepared outside after initial plans discussed with suppliers. We believe that this method suits us best at present on all three counts (cost, quality, speed). Handling actual copy, art and layouts ourselves may come later but we believe that outside suppliers can prevent our approach from becoming stereotyped."

"Planning, copy, rough layouts and often comprehensives are handled within the department. Finished art is 'farmed' out."

"All planning is handled in the department. Some copy, all layout and finished art is handled by the agency. This was made necessary by the fact that the city in which we are located does not offer production service such as artwork, engraving, typography, etc."

"The planning, copy and suggested layout handled in our Sales Planning Department. We supervise the final layout and finished art which is handled in our own Art Department or outside supplier."

"Within limits. The agency produces copy, layout for major consumer campaigns. We produce the rest in this department up to the limits of our staff and buy finished work outside beyond those limits. This is satisfactory providing we do not expand our staff beyond its present size of one supervisor, three artists, four writers and two control clerks."

Of the 16 managers commenting, only three produced finished art in their departments. Finished art, incidentally, is quite a drain on the promotional budget—it is one of the costs which throw the budget approvers.

4 ..to make More

★ ARMY TIMES
★ AIR FORCE TIMES
★ NAVY TIMES
★ AIR FORCE DAILY

Add *Air Force Daily* (European Edition) and reach additional USAF consumers abroad. Extensively home delivered in England, flown to Europe and North Africa daily, Monday thru Friday. Circulation parallels AFEX (Air Force Exchange System). Serves as your trade journal as well as a consumer newspaper.

Get advertising rates from nearest office.

AIR FORCE DAILY
an
ARMY TIMES PUBLISHING CO.
publication
LONDON OFFICE
102 Park ST., W. 1, LONDON

HOME OFFICE:
3132 M St., N.W. WASHINGTON 7, D. C.
Branch Offices in: NEW YORK • LOS ANGELES
PHILADELPHIA • SAN FRANCISCO • CHICAGO
LONDON PARIS • ROME • FRANKFURT • TOKYO

BUSINESS PAPER AD HELPS...

yours for the asking

ABP maintains a steady flow of informative material planned to help business paper advertisers. Here are some of them. Send for the ones you want.

COPY THAT CLICKS—copy angles for ads that sell because they serve.

INTENSIVE ADVERTISING—how to do a selling job in print.

TWENTY POINTS—a checklist of fundamentals of good business paper ads.

SURVEY OF DEALERS—a new study of what dealers want to know about your products and services.

COSMIC TOOL—how to get more on-the-job help out of business paper reading.

CODE OF ETHICS—publishing principles ABP members live by; a yardstick for advertisers in measuring media.

The ASSOCIATED BUSINESS PUBLICATIONS ABP
205 East 42nd Street, New York 17, N. Y.

For Insight, Honest Gripes

To wind up our survey on a plane of realism that cannot be reached with Yes-No answers, we encouraged a full-scale, confidential unloading of gripes. We hit the jackpot. This is the way our question was phrased: "What do you believe are the greatest handicaps you presently face in doing a better job?"

Griping usually falls into two categories. First, we have the complainer who is activated by fear and panic. He flails about indiscriminately. He deprecates the things that frighten him and the people who compete with him. Because they are subjectively born, his gripes have little worth in a survey such as this.

There are, however, the gripes that are generated by honest frustration. Things that exist are impatiently compared with things as they should be. These are the thoughtful, objective criticisms from people who work hard because they know the job can be done better. If a listener can gather enough of these gripes from the right people and bring them into the limelight for comparison, diagnosis and treatment, then his efforts, aimed at better understanding and better operation, will be resultful.

It would appear that the majority of our gripes are in the latter category. Here are a few samples:

"Too Much 'Crash Programming' "

"I'll just pick those which basically apply: (1) Insufficient staff to handle routine at the expense of creative ability of higher-paid personnel; (2) lip service understanding by management but lack of actual investment to back up grandiose ideas or even to provide a 'level' operation; (3) fits and starts, plus lack of proper co-ordinated major planning between engineering, sales and accounting, i.e., management; (4) lack of appreciation of necessity for my maintaining continuous planning or projected and advance planning—too much 'crash programming' resulting in wasted money and efforts; (5) insufficient time because of constant vacillating; (6) too many responsibilities (but plenty of authority to go along); (7) lack of willingness to spend for hiring qualified personnel and to keep the monetary angle attractive, based on regional pay scale in similar companies. Result: a 'school for going out and getting better-paying job' with loss of investment in a skilled employe and another beginner hired, trained, etc. An expensive operation from every standpoint."

Too Many Cooks?

"I have no specific gripe that seems to be hampering our effectiveness. We have a committee system that sometimes gets cumbersome and attempts to write copy or make layouts, and you know what happens then."

Wanted: Better Co-ordination

"I believe that the sales promotion manager should have equal voice in determining the sales policies, and that he should be given the authority to work *with* the sales manager on execution. All advertising and publicity should be subdivisions of the Sales Promotion Department. I realize that in some companies—i.e. soaps, cosmetics, cigarettes, etc.—the Promotion Department is a field organization and the sales promotion manager is the nominal head. However, in our company or type of business, the sales promotion manager should be the vice-president in charge of merchandising and that job should encompass all the sales contacts of the company with its markets, except the actual establishment of territories, managing of salesmen, appointing of distributors and processing of orders."

Step-Child Status

"I believe that the lack of understanding and appreciation of sales promotion by top management is a handicap. At present, we do not include a budget for sales promotion and our efforts are not well-rounded for a continuous year-round promotional plan. Everyone is inclined to believe he is an expert in advertising and sales promotional matters and, instead of having a well-defined, uniform plan we are likely to adopt a particular plan or suggestion from some member by top management. Naturally, with his blessing, such plans are pushed regardless of how they fit in the general scheme of things and, as you can appreciate, best results are not forthcoming. I believe that sales promotion in a company such as ours has not as yet reached the status of advertising and until such time as it is recognized as a vital and important contribution to sales, allotted its share of sales expense, has a budget, and has for a target a well-defined program, more efficient and economical results cannot be achieved."

Too Much Time-Pressure

"I would say that the greatest handicaps facing this department are: (1) insufficient staff (2) don't get sufficient time for adequate planning (3) sales department ineffective in follow-through with salesmen (4) we could do a better job of sales promotion in our company if there were more hours in a day. I guess this is the greatest cry of most every promotion department; however, it is the greatest in this company."

Weak Field Support

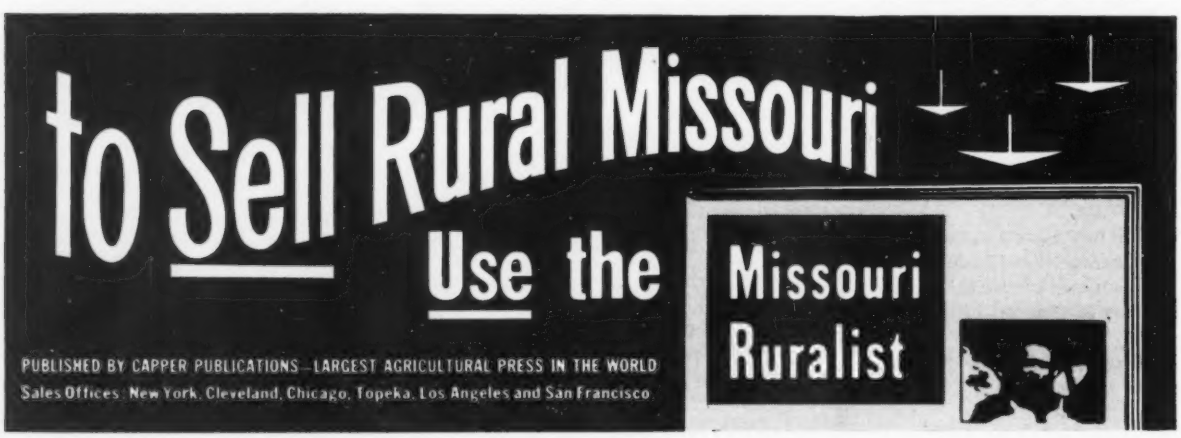
"Lack of good administration at next level. Field not geared to follow through on all activities projected by home office management."

Management's Cold Shoulder

"I guess it's human nature to gripe about your job, and I suppose I could list a lot of petty annoyances. But I have only two serious handicaps: (a) inability to see top management as much as I should for close co-ordination of my efforts with its thinking and (b) tendency of top management to use me as an all-round handy man."

Higher Octane Needed?

"I believe that the greatest handicap in successfully carrying out both advertising and sales promotion lies in the fact that we sell through distributors and have little direct contact with the retailer or contractor who must serve and sell to the consumer. Thus, all sales promotional effort must be expended with sufficient force and in a suitable way, so that it will inspire distributors who handle other lines to carry the effort on to the retail level."



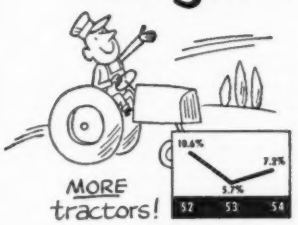
1954
BUYING INTENTIONS
OF 1,151,752 FARM FAMILIES
IN THE 8 MIDWEST STATES

MIDWEST FARM PAPER UNIT

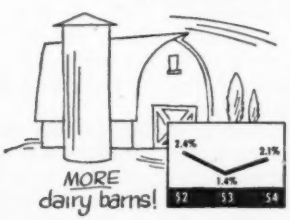
for more sales in '54...

GO MIDWEST!

Midwest farmers themselves tell you they will BUY MORE in 1954!







The figures on how much more Midwest farmers will buy in 1954 than they did in 1953 would be hard to believe if 8 years of "Buying Intentions" surveys had not proved them to be a conservative guide to sales in the 8 Midwest Farm Paper Unit states.

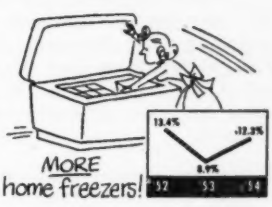
It's the survey in which farmers themselves tell you in what quantities they will buy some 300 different kinds of products and services. They said they would buy less in 1953, and they did. In 1954, obviously, they intend to take up this backlog and buy more—much more of almost everything used in modern farming and farm living.

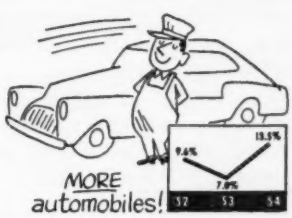
Get your copy of "1954 Buying Intentions" now. It will put you in the proper frame of mind to capture a bigger share of the Midwest farm market where—

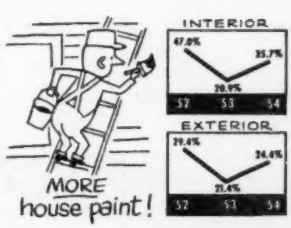
- **Farm Income is more than double the average for the remainder of the country.**
- **Farmers are local dealers' best customers.**
- **Rural population dominates and 9 out of 10 of the best farm families depend on their local farm paper as their chief source of information.**

Delivering your message to the 1,151,752 farm-family subscribers of the Midwest Farm Paper Unit is efficient and economical—one order, one plate at a substantial saving in rates.

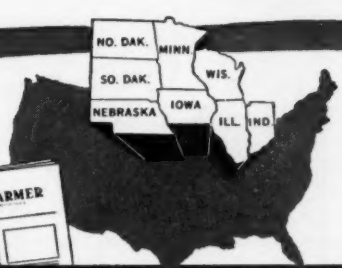
SALES OFFICES AT: 250 Park Avenue, New York 17 . . . 59 East Madison St., Chicago 3 . . . Russ Building, San Francisco 4 . . . 1324 Wilshire Boulevard, Los Angeles 17 . . . 505 N. Ervay St., Dallas 1.







MIDWEST Farm Paper UNIT





WHERE FARMING IS BIG BUSINESS. . AND GOOD LIVING!

Odd-Job Oscar

"As in the case with most small companies, I'm the 'jack of all trades' who is ably assisted by a few girl Fridays and deterred by all who believe that I have a soft, interesting life, and am trying to bankrupt the company as quickly as possible."

So much for the gripes. Carefully examined, they can give the reader a bold, if frequently caustic, insight that will help him to understand some of the road blocks to effective promotion.

* * *

We have taken a long look at the sales promotion department and the job of the sales promotion manager —as the department setups exist, as the job situation appears to the men who are the practicing executives.

Here we have a picture of:

1. A function that is broad in the sense that it currently embraces a variety of essential sales activity.

2. A combination of functions that lies in the area of management where the work of salesmen, the force of the advertising, and the tools and devices of merchandising must be coordinated if maximum results are to be attained and costs are to be kept at a minimum.

3. A function whose scope implies sizable dollar investment, even if we set to one side as a separate item the investment in time and space and production costs usually lumped under "Advertising."

We also have a picture of inherent weakness—a weakness in understanding, strategy and tactics. What can we do to make sales promotion work better?

Let's see if the following grouping of sales promotional activities might help us to introduce a little more order into our thinking:

Here's What We've Learned

The object of our survey is to improve the functioning of sales promotion by encouraging a better understanding of its workings and its responsibilities — better understanding not only by management, but among the millions who work under the influence of sales promotion from within, or without corporate marketing.

Our findings suggest that we might begin to build such understanding if we think of sales promotion in terms of its four major responsibilities: analysis, creation, production and implementation.

Analysis: Simply stated, analysis is "finding out what kind of promotion is needed to do the job." The sales promotion manager usually can get this information from three main sources: out in the market; within his sales organization; from his manufacturing or purchasing departments.

It's difficult for a sales promotion manager to survive a single day without bumping into at least one survey which might have a bearing on the sale of his product. This is no place to argue the value of market analysis and survey, but there can be no doubt about the sales promotion manager's responsibility for studying his competition, distribution methods within his industry, customer preferences, buying trends and other pertinent data before he commits his company's money for the creation of tools.

One of our survey respondents had two new products developed by his manufacturing department. Eight million dollars was earmarked to promote them in the first year. But first they had to be named. Hundreds of suggestions were considered, and a home office committee had almost decided on a name for each.

A capable research organization was brought into the picture to conduct two surveys — one among the company's dealers and its field people, the other a word association test among potential customers.

Neither of the two names chosen by the committee was found among the top preferences in the survey. The survey choices were eventually accepted and the two products have had overwhelming success.

Did research pick perfect names? No one can say, but one thing is certain: A few thousand dollars spent in a scientific attempt to label properly two products—which may be the object of millions in advertising and promotion and sales effort—is money wisely spent.

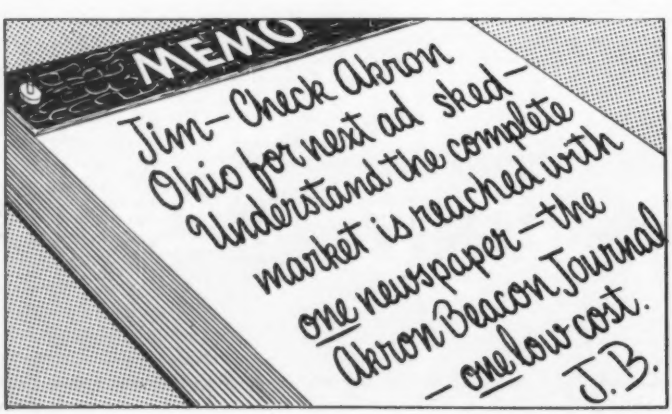
Enough Initiative?

Those promotion managers are indeed fortunate who can do their preliminary thinking in close cooperation with the field organization, manufacturing and purchasing. A good sales organization will prod sales promotion, and good sales promotion will reciprocate, to the extent that it doesn't impose an unnecessary burden. What do the district managers think? What does the sales organization want? What are the dealers saying to consumers and what are the consumers saying to the dealers and to each other? *Are current programs doing the job they were designed to do?* After all, that is the pay-off on all promotional effort and the answers can seldom be found in a column of sales figures.

The sales promotion manager who loses close contact with his sales and dealer organization is headed for trouble. He will have inadequate knowledge of what the field needs, what his promotion is contributing, and he will encounter resentment to a closed door by creative, aggressive field people.

How much influence do manufacturing and purchasing exert on sales promotion? The answer is evident to most promotion managers: The goods must suit the market needs, promotion must suit the goods, and the market needs. Ideal timing and distribution often depend on close cooperation between these departments.

The need for a product, the fulfillment of the need by the product and the promotion of the product are three closely related steps in the road to ultimate profit. Effective management will concentrate on "analysis" as a necessary part of sales promotion in *satisfying* the market as well as in *creating* the market.



Creation: Creation, the idea stage, is the second step in promotion.

Historically, his creative ability has been the sales promotion manager's stock-in-trade. He is too frequently pictured as a combination screwball and genius, "but an idea man from the word go." That concept may still be valid in some quarters. As a representative picture of the promotion manager of today's integrated company, however, it is archaic.

If he is going to keep his job, it is necessary for today's sales promotion manager to be practical. He must have a combination of qualities similar to those of his sales manager. His creative ability is a prime requirement, but hardly more so than his judgment. Every day he is literally buried beneath an avalanche of creative ideas from his management, the field, his agency and as many vendors as can contrive to get his attention.

One of his more difficult problems is to find adequate time for consideration of outside proposals without upsetting the productive balance of his working day. Much of his company's sales progress depends on his judgment, his mature evaluation of the things which will click versus those which will be mediocre or will fall flat when they begin to operate. Many will call this the most difficult and the most important function in the management of sales promotion.

Production: Production we can call "making tools out of ideas." Generally, it's the period between the first idea and the final product. Its functions are described by such trade talk as planning, preparation, layout, roughs, copy, comprehensives, rushes, work prints, finished art, mechanicals, proofs, printing, lithos, etc. Creation and production frequently overlap because new ideas are often worked into production during its early stages.

Production takes many forms and no two sales promotion departments operate in the same manner. The eternal questions which confront the sales promotion manager are: "What portion of production shall I do in my department? What shall I entrust to the agency? How much shall I farm out to independent vendors?" Part of the answer may involve long-range planning, especially with respect to staffing the department. But each day brings an immediate and urgent restatement of the question "How can I get better quality, save time and cost?"

Quality standards in the fields of production vary greatly and there is considerable difference in special aptitudes for certain types of promotion. One artist makes $20,000 a year just drawing shoes. One lithographer furnishes ideas along with his layouts, another just sells pictures and printing. One sound slide outfit has an excellent art and production department, another is just a photographer and record-maker. When quality expenditures are not geared to quality needs, particularly for art, the waste can be appalling. Preparation and art costs frequently exceed printing and distribution costs. Consider the actual cost breakdown for a four-color product brochure sent by one company to salesmen and distributors.

How to Figure Costs

Preparation of layout and copy (by agency in this case)	$3,000
Final art	3,112
Printing	4,619
Distribution (Mail)	304

The company that produced these figures after careful analysis of art costs now requisitions its finished art from the agency and printing from purchasing in three categories:

1. Mine-run stuff.
2. Medium quality.
3. The very best in art and printing.

Implementation: The sales promotion manager's responsibility does not end when a brochure comes off the press or when a neat package is handed to the field. He must distribute it, sell it, make it work, and, finally, evaluate it with respect to dollar return.

First, he must get it to the field in quantities that will satisfy constantly shifting sales force, distributor, dealer and consumer requirements. It must be distributed economically. It must get used at precisely the right time and in the right places. There must be systematic distribution, carefully and continuously checked in the sales promotion department.

The sales organization must be *sold,* and that means that its members must sell themselves. Too much promotion is tossed at the field without adequate introduction and explanation. Promotion capriciously imposed and imperfectly understood can turn into a burden. Promotion

IF you want to see the BEST IN POINT OF SALE DECAL SIGNS

ask for Meyercord's NEW ADvisor Manual



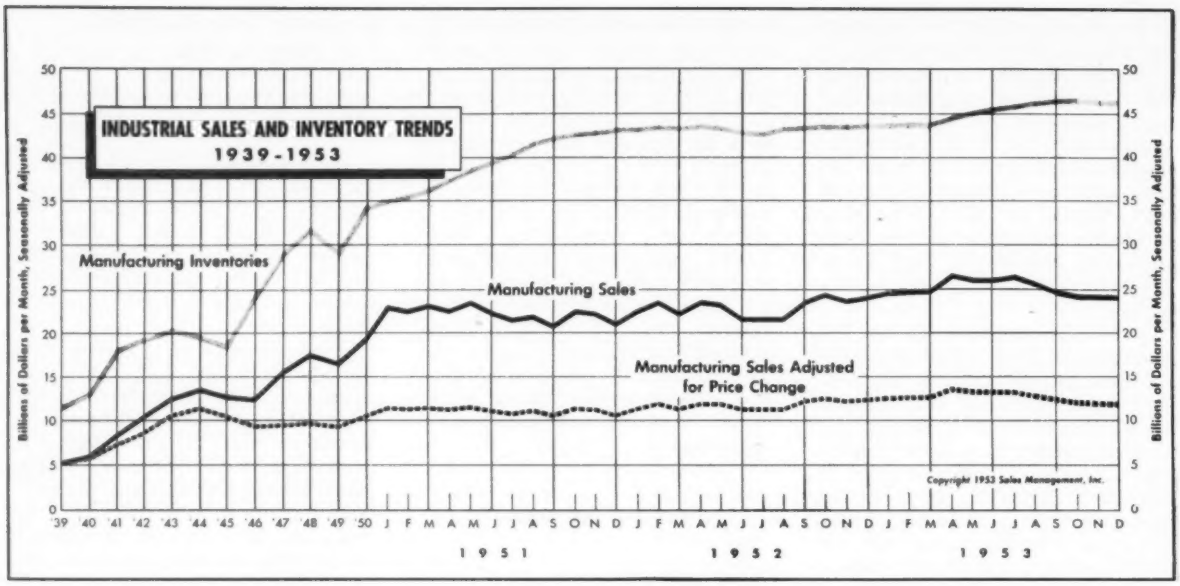
YOURS *Free* . . . ask for it on your letterhead, please

Packed with ideas to help you sell your product where customers BUY!

How to make your permanent point of sale decal signs more productive, more sales influencing . . . that's the message packed into this remarkable new Meyercord ADvisor Manual. It's yours for the asking; FREE when requested on company letterhead. Between the covers you'll find dozens of the finest examples of colorful, eye-compelling, sale creating point of sale decal signs . . . specially created for store windows and window valances, fountains, back bars, cashier's counters . . . everywhere people pause to buy! You'll see how the small regional advertisers, as well as the national giants, do their point of purchase job better with permanent Meyercord decal signs. You'll get valuable hints on design and distribution. If you buy point of purchase material . . . if you seek to do even a better point of sale job . . . we want you to have this remarkable new presentation with our best wishes. Write for it today . . . but be sure to request it on your company letterhead, please.

THE MEYERCORD CO.
World's Largest Decalcomania Manufacturers

DEPT. N-203, 5323 WEST LAKE STREET
CHICAGO 44, ILLINOIS



Industrial shipments in December registered another decline to a seasonally adjusted level of $24 billion. This contrasts sharply with the $27 billion level reached in April, and reflects the year-end curtailment in steel and auto shipments. Steel operations during the final weeks of December declined drastically, but can be expected to pick up to a level of 80% of capacity in the new year. The big question: how fast will the pick-up come?

tied to a need, introduced in an atmosphere of field participation, carefully explained as to purpose and application is off to a good start. Promotion should be a sales help (something to help the salesman, distributor or dealer sell more goods with the same expenditure of effort). If it cannot be introduced as such, then it is meaningless.

To make the promotion work is the third step in implementation. That means keeping close track of results. It is the devising of ways to maintain a high level of interest and activity. The art of sales stimulation is a continuing study and the sales manager must look to sales promotion for the devices and diagnoses which will help him to get the most from his sales, distributor and dealer organizations.

Finally, the promotion must be objectively examined in action. Is it doing the job? If not, is it the fault of the promotion or the way it is being used? One of the biggest headaches revealed in our survey is inefficient use of promotion. The amount of materials wasted through indifference or lack of understanding is almost beyond belief and the sales promotion manager who follows his ambitious tools down the line to observe their implementation frequently lets himself in for a great shock. He owes it to himself and his job to spend enough time at the level of use to pin down the "why's"—to determine whether his company is getting value out of the promotional dollar, and if it is not, to determine what is wrong.

Insure Understanding

The final step in implementation is the capacity of sales promotion to insure understanding—its ability to penetrate the minds of the men in the field. Sometimes called semantics, it is rapidly developing into one of the major sciences in the field of persuasion.

Implementation, the fourth step in sales promotion, is a giant step—a step which calls for a knowledge of persuasive methods and human relations.

So much for the situation as it exists. So much for one man's tentative suggestion for a basis for some thinking and further discussion toward the end of bringing more order into sales promotion management and operation. Have you a comment or an idea to contribute? The editors of SALES MANAGEMENT will welcome your letters. **The End**

OPPORTUNITY
SALES MANAGER

For West Coast industrial electronics firm. Should have some electronics background, sound industrial selling experience and proven record in sales administration. Replies confidential. Please submit full information with first reply.

Box 3018
Sales Management

INDEX TO ADVERTISERS

Advertising Checking Bureau 85
Agency: Harris & Bond, Inc.
Air Force Daily 121
Agency: Clinton D. Carr & Company
Air Force Times 121
Agency: Clinton D. Carr & Company
Akron Beacon Journal 46, 91, 124
Agency: Phil Di Nuoscio Advertising
Allied Van Lines, Inc. 83
Agency: McCann-Erickson, Inc.
American Decalcomania Co., Inc. 12
Agency: Fred Sider Advertising
American Machinist 6, 7
Agency: Klau-Van Pietersom-Dunlap Associates Inc.
American Red Ball Transit Co. 82
Agency: Ruben Advertising Agency
American Telephone and Telegraph Classified 64B
Agency: Cunningham & Walsh, Inc.
American Weekly 111
Agency: Cecil & Presbrey, Inc.
Army Times 121
Agency: Clinton D. Carr & Company
Associated Business Publications 121
Agency: Media Promotion Organization

Better Homes and Gardens 49
Agency: Kudner Agency Inc.
Booth Michigan Newspapers 13
Agency: The Fred M. Randall Company
Buffalo Courier Express 20
Agency: Baldwin, Bowers & Strachan, Inc.
Building Supply News 55
Agency: Arthur R. MacDonald, Inc.

Canton Repository 12
Agency: Richard L. Grossman Advertising
Cappel, MacDonald & Co. 57
Agency: Don Kemper Co.
Chemical Week 24, 25
Agency: Royal and DeGuzman Advertising
Chicago Sun Times 107
Agency: John W. Shaw Advertising, Inc.
Chicago Tribune .....4th Cover
Agency: N. W. Ayer and Son
Cincinnati Times Star 103
Agency: Chester C. Moreland Co.
Cleveland Press 120
Agency: Fuller & Smith & Ross, Inc.
H. S. Crocker Company 114
Agency: Brisacher Wheeler & Staff

Dallas Morning News 87
Agency: Randall Perry Advertising
Day-Glo 29
Agency: Foster & Davies Inc.
Davenport Newspapers 100
Agency: L. W. Ramsey Advertising
Des Moines Register and Tribune 35
Agency: The Buchen Company
Detroit News 121
Agency: W. B. Doner & Co.
Dun and Bradstreet, Inc. 56

Electrical Dealer 78
Agency: Meermans, Inc.

Floor Covering Profits 119
The FR Corporation 48
Agency: The Wexton Company
Fort Worth Star Telegram 8
Agency: Rowland Broiles Co.
Foundry Magazine 88
Agency: Beaumont Heller & Sperling, Inc.

Greensboro News Record 112
Agency: Henry J. Kaufman & Associates
Greenbrier & Cottages 14
Agency: Robert Conahay & Associates
Grit Publishing Company 17
Agency: Lamb and Keen, Inc.

Hahn-Rodenburg Company 27
Jam Handy Organization .....2nd Cover
Agency: Campbell-Ewald Company
Harper & Brothers 46
Hinde and Dauch 97
Agency: Howard Swink Advertising Agency Inc.
Holmes Institute 93
Agency: Henry J. Kaufman & Associates
The Schuyler Hopper Co. 45

The Imperial Export Co., Inc. 84
Agency: The Schuyler Hopper Co.
Indianapolis Star and News 21
Agency: Sidener & Van Riper, Inc.
Industrial Distribution 62

Journal of Accountancy 64

Kleen-Stik Products, Inc. 116
Agency: Burlingame-Grossman Advertising

Los Angeles Herald Express 100
Agency: C. B. Juneau, Inc.
Los Angeles Times 79
Agency: Smalley, Levitt & Smith
Louisville Courier Journal 22
Agency: Zimmer McClaskey Advertising

Maryland Glass Corporation .....3rd Cover
Agency: Yansant, Dugdale & Co., Inc.
McClatchy Newspapers 77
Agency: J. Walter Thompson Co.
McGraw Hill Publishing Company 30, 31
Agency: Fuller & Smith & Ross Inc.
Mechanization Inc. 4
Agency: Henry J. Kaufman & Associates
Memphis Press Scimitar 5
Agency: Rosengarten & Steinke, Inc.
Meyercord Company 125
Agency: Harry Schneiderman, Inc.
Miami Herald 23
Agency: August Dorr Advertising Inc.
Midwest Farmpaper Unit 123
Agency: Olmsted & Foley
The Military Market 71
Agency: Clinton D. Carr & Company
Mill and Factory 50, 51
Agency: Hazard Advertising
Milwaukee Journal 59
Agency: Klau-Van Pietersom-Dunlap Associates, Inc.
Missouri Ruralist 122
Agency: R. J. Potts-Calkins & Holden, Inc.

National Broadcasting Company 66
Agency: J. Walter Thompson Co.
National Car Rental System Inc. 32
Agency: Eugene R. Rison & Associates
National Petroleum News 47
Agency: Fuller & Smith & Ross, Inc.
Navy Times 121
Agency: Clinton D. Carr & Company
New Equipment Digest 2
Agency: Beaumont, Heller & Sperling Inc.
Newspaper Agency Corporation 28
Agency: Francom Advertising Agency
New York Journal American 1
Agency: Al Paul Lefton Co.
North American Van Lines Inc. 16
Agency: Applegate Advertising Agency

Daily Oklahoman & Times 9
Agency: Lowe Runkle Co.
Oravisual Co., Inc. 114
Agency: Ross Roy Inc.
Orlando Daily Newspapers 101
Agency: Hammond-Botts Inc. Advertising

Perrygraf Corporation 54
Agency: Harris and Bond, Inc.
Philadelphia Inquirer 109
Agency: Al Paul Lefton Co.
Portland Oregonian 99
Agency: MacWilkins Cole & Weber
Premium Practice 115
Product Engineering 68, 69
Agency: Klau-Van Pietersom-Dunlap Associates Inc.

Remington Rand Inc. 90
Agency: Leeford Advertising

Sawyer's Inc. 58
Agency: Carvel Nelson & Powell
Schieffelin & Co. 22
Agency: Abbott Kimball Co., Inc.
Sickles Photo Reporting Service 64
Speed Address 127
Spokane Spokesman Review 10, 11
Agency: How J. Ryan and Son
Standard Outdoor Advertising Inc. 64A
Agency: Calkins & Holden, Carlock, McClinton & Smith Inc.
State Teachers Magazines, Inc. 64
Agency: M. Glen Miller Advertising
Strathmore Paper Company 96
Agency: Abbott Kimball Co., Inc.
Successful Farming 75
Agency: L. E. McGivena & Co., Inc.
Sweet's Catalog Service 63
Agency: The Schuyler Hopper Co.
Switzer Brothers 29
Agency: Foster & Davies, Inc.

Thomas Publishing Co. 3
Agency: W. N. Thomas
Time Inc. 18, 19
Agency: Young and Rubicam Inc.
Troy Record Newspapers 73

United Van Lines 113
Agency: Stanley L. Cahn Company

WCAU (Philadelphia) 61
Agency: N. W. Ayer and Son, Inc.
WHBF (Rock Island) 16
Agency: Clement T. Hanson Advertising
WHO (Des Moines) 26
Agency: Doe Anderson Advertising
WKY (Oklahoma City) 15
Agency: Lowe Runkle Advertising Co.
WNBQ (Chicago) 104, 105
Agency: J. Walter Thompson Co.
WSJS (Winston Salem) 60
Agency: Bennett Advertising Inc.
Winnebago Newspapers 82
Agency: Cummings, Brand & McPherson
Worcester Telegram Gazette 101
Agency: C. Jerry Spaulding, Inc.

Young and Rubicam 95

AD AGENCY IDEA MAN

Because we're the fastest moving company in this expanding advertising specialty industry, we must constantly have new and good products for our sales force. Consequently, we need a genuinely creative man who can think of and help develop such products in leather, plastic, paper and glass; a firmly grounded businessman who can tell what will sell at the markup needed to produce a profit; a merchandising minded man who can spot potentialities in raw materials, sleepers on shelves, and product demand before even the consumer is aware of it. A large order? You bet, and to the man who can fill it we'll pay enough to keep him interested. Write J. A. McCollum, Vice-President, Kemper-Thomas, Cincinnati 12, Ohio.

HERE'S A MAN YOU SHOULD BE LOOKING FOR

Presently employed as District Sales Manager of National Concern. Only 38 but 13 years with same company—3 Sales Territories Nationally before present position. College Grad, fine merchandising Background. Main interest in changing Employers would be added responsibilities and challenge for future. Box 3017, Sales Management.

FREE

CONSTANTLY CORRECTED
MAILING LISTS
Manufacturers, Wholesalers, Retailers.
Hotels, Colleges and many others.
ALL LISTS ON PLATES
WE CHARGE ONLY
FOR ADDRESSING
100% Accuracy Guaranteed
Catalog on Request

SPEED-ADDRESS
48-01 42nd St., Long Island City 4, N. Y.
Stillwell 4-5922

THE SCRATCH PAD

By T. Harry Thompson

Lost Sleep, Lost Sales

The Scratch Pad's author says no one will talk him out of the conviction you start slipping when you stop sleeping.

Burning the candle at both ends "gives a lovely glow," as Edna St. Vincent Millay said, but, sooner or later, you start *slipping* when you stop *sleeping*. You can hit the bottom without hitting the bottle.

Sales executives know there is no substitute for that euphoric feeling, that on-your-game energy, that follows eight hours of solid sleep. If you can parlay that to nine or 10 hours once in awhile, *morning becomes electric*. Your mental and physical batteries are recharged and no obstacle-course will bark your shins.

I once worked with a lanky Yankee who had enough steam for a turbine. He became a partner in a successful medium-sized advertising agency. I had occasion to check with him one time after hours. I telephoned his home. His wife said he was in bed. "Migosh," I said. "Is he sick? It's only nine o'clock." No, he wasn't sick. Just catching up on some shut-eye. I never forgot it.

Sheepcounters Anonymous

Sometimes, though, even with the best of intentions, you can't go to sleep for an hour or two after you hit the sack. They tell me this fraternity is large enough to form a sort of Sheepcounters Anonymous.

What causes insomnia? Well, just about anything that bothers you after you've switched off the lights.

Persistent pain, of course, is understandable. Noise just outside your bedroom window will do it . . . trolley-cars, buses, trucks changing gears, drunks on street-corners, fire-engine sirens, locomotives shifting freight. Anything!

Then, too, the cause can be inside the room and inside your head. Random thoughts racing and chasing through your mind, hop-scotching like the "fireflies" on a telephone switchboard. "Why doesn't the buyer over at Eureka give me a tumble?" . . . "What did the boss mean this morning when he said the sales-force had about half-a-man more than it needed?" . . . "Is Ella really thinking seriously about that sad sack she introduced to her mother and me?" . . . "When is Myrtle's brother going to get work and stop chiseling on us?"

You didn't mean to save all these thoughts for bedtime. They were buried in your subconscious and began to surface the minute you hit the sheets. Maybe, as Sanka says, you are one of those who can't tolerate caffeine in your evening beverage. Whatever the cause of insomnia, what is the remedy? I have made the DT's work for mine.

There are palliatives for persistent pain, such as that following an operation. If that's the trouble, any physician will get you some pheno-barb or reasonable facsimile. If it was the overstimulation of a party, either alcoholic or conversational, a long, tall glass of milk at bedtime should draw the blood from your brain into your stomach and send you bye-bye. So they say, though I'm no doctor and SM is no medical journal, although it does put *health* at the top of the list for successful salesmen or executives.

Those Nagging Noises

There are ear-stopples you can buy in almost any drug store . . . plugs to muffle street-noises, even those celebrants on the corner murdering "You Are My Sunshine" till the prowl-car looms up and tells them to go home or else. In summer, a room air conditioner will let you close the bedroom windows and shut out about 50 per cent of nagging noises.

Psychologists tell us to try and relax, which is often easier said than done. They say to let yourself *sink* into the mattress, as though you were seeking the very rock-bottom of an old quarry. They tell you to let yourself go limp like a dish-rag. It may work and it may not. It's so easy to tell the other fellow what to do.

Maybe even my own remedy won't work for you, assuming that you may have trouble sleeping. When I mentioned the DT's a few paragraphs ago, your mind must have challenged that right off the bat, for isn't "DT" slang for *delirium tremens* . . . the screaming-meemies you get when you have formed the habit of drinking *between* drinks? Yes, it is, but that isn't the brand of DT's I am talking about.

My DT's stand for "Don't Think," which I recommend that any insomniac chant until it becomes monotonous. When you have sunk to the bottom of that quarry and sleep still won't come, just try saying over and over again to yourself: "Don't Think, Don't Think, Don't Think, Don't Think." This motor that is your mind, this thinking mechanism, is the engine you have to switch off. As long as your mental motor forms conscious phrases or images, just so long will it continue to turn over and keep you awake with its throbbing.

'Can't Kid Nature!'

Doctors who have a natural aversion to prescribing sleeping pills say that if you are really tired enough you will fall asleep sooner or later; that you can't kid Nature night after night. They cite the GI's whose battle-fatigue is stronger than the noise of barking guns all around them . . . so overpowering, in fact, that nothing can keep them awake.

When I started this Memo Random, I did not mean to bear down so heavily on insomnia. Chances are, most of you who may have gotten down this far on the page could sleep in the proverbial boiler-factory. So let me return to my theme: the need for solid sleep and plenty of it on a regular basis—especially for those of us in advertising and selling, where the pace is swift and the rewards in proportion.

I get weary of people who have been telling me over the years that Thomas Edison could get along on a mere four hours' sleep a night. He was, without doubt, the exception, provided the legend is true. And there is a happy medium between Thomas Edison and Rip Van Winkle.

In our business, there is no substitute for sleep . . . deep and dreamless sleep that imitates catalepsy. Nobody can talk me out of that. **The End**

Stop the Eye...Start the Sale...



You've just made a sale. Her eye was caught by *your* product in its distinctive *blue* bottle and she's going to buy. That's not strange. Maryland Blue is a powerful salesman. It stops the eye in the store . . . invites use in window and counter displays . . . acts as a constant reminder in the home. It imparts to your product the integrity and quality that has been associated with blue through the centuries.

See for yourself why leading firms utilize Maryland Blue's rich color as an advertising, merchandising, and selling tool. Write for samples today. No obligation, of course.

MARYLAND GLASS CORPORATION, Baltimore 30, Maryland.

Pack to attract in Maryland Blue

Also available in clear glass

NO OTHER MEDIUM SELLS WITH SUCH POWER!



YOUR ADVERTISING gets more buying action in Chicago when it appears in the Tribune. More than any other medium, the newspaper gives people buying ideas. And in Chicago the Tribune has the coverage and penetration that produce the greatest volume of sales.

The buying action of readers attracted to the Tribune during the twelve months ended December 31, 1953 over $58,000,000.00 in advertising—more than has ever been placed in a similar period in any newspaper in the world. Manufacturers, retailers and want advertisers placed more of their advertising budgets in the Tribune than in all other Chicago newspapers combined.

The people whose buying resulted in over $58,000,000.00 in advertising in the Tribune are the people you want to sell. They are the ones who have greatest influence and impact on retailers. They are the ones whose preference for your brand will assure you greater sales and a stronger market position.

A Tribune representative will be glad to discuss with you a plan that will help you, as it has helped others, build a consumer franchise among the families who read the Tribune.

CHICAGO TRIBUNE